JULY 1955

The Office

Magazine of

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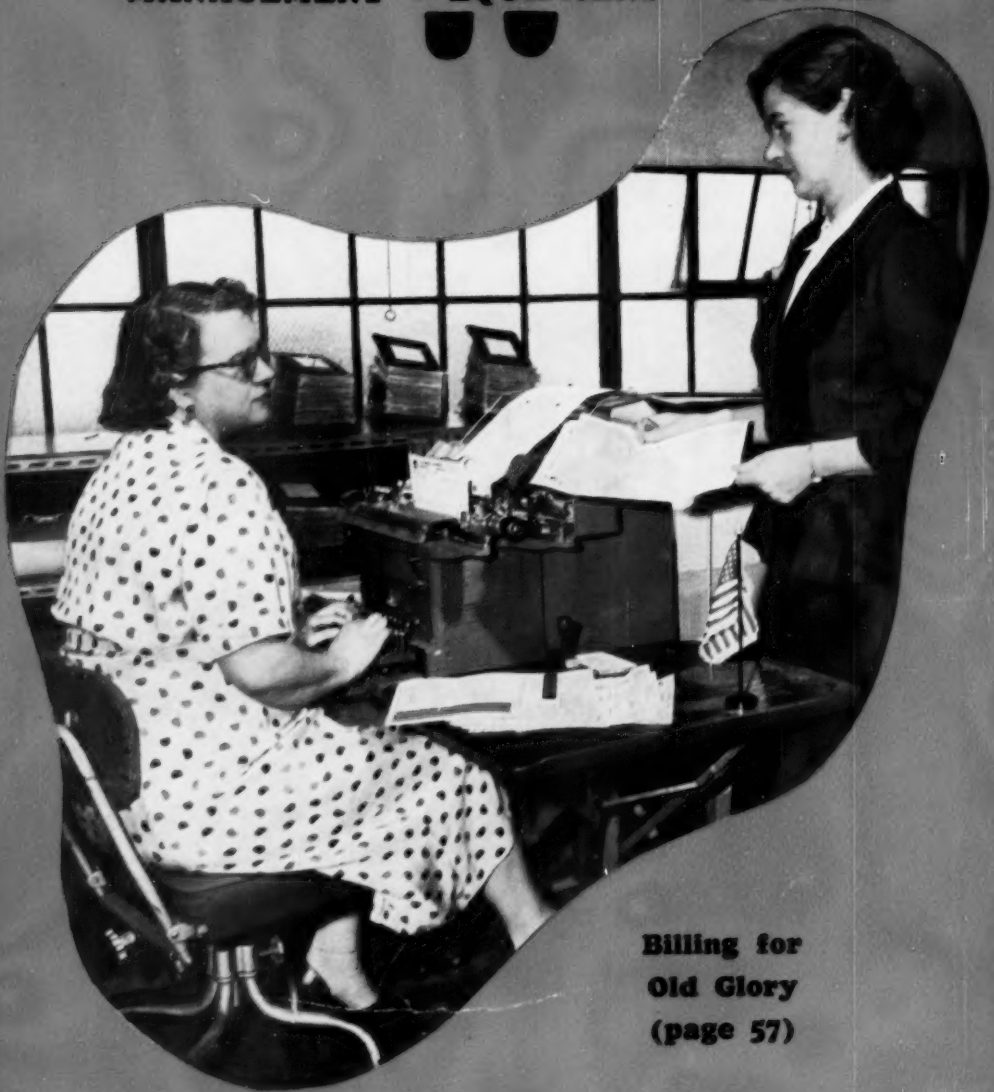

Billing for Old Glory (page 57)

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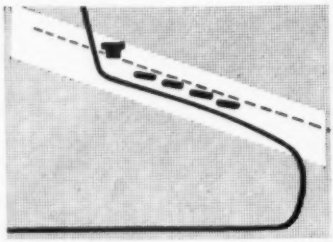

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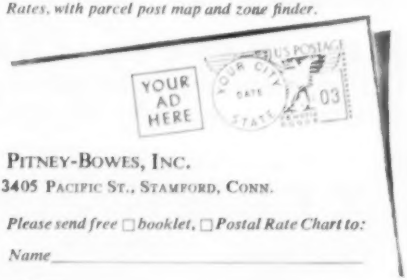

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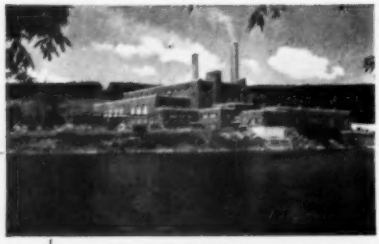

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LET George Do It!

ALFRED M. COOPER

THE EXECUTIVE who lives up to the adage, "If you want a thing done well, do it yourself," may be spreading himself too thin. He may be attempting to do too much. He may need to substitute a more workable axiom, such as "Let George do it."

When the executive feels he must do everything himself, he is not making full use of the capabilities of those reporting to him. Wherever this situation exists we find a head man working long hours, taking care of a mass of detail that others are being paid to look after. At the same time, he must neglect or skimp many of his administrative duties: top-level planning that can be properly carried out by no one but himself.

This is the unwieldy supervisory setup we have in mind when we refer to a "one-man organization." In modern business this is as backward as the one-hoss shay. No man living can do his own work properly and have left enough time and energy to do the work of those reporting to him.

Delegation of authority seems such a logical and simple procedure that every executive would practice it as a matter of course. But, as with so many propositions that seem open-and-shut, there is one basic reason why otherwise efficient executives cannot be persuaded to let "George" do anything other than routine work. These head men have learned they can delegate authority easily enough, but they cannot pass on to someone else an iota of responsibility.

Final responsibility for what goes on in any organization must continue to remain on the shoulders of the man in charge. When good work is done he deserves, and is accorded, the credit. When errors are committed, the department head must accept full responsibility. The fair supposition is that he hired and trained those reporting to him, therefore he is responsible for anything these people do or fail to do. The executive must delegate authority even though he cannot delegate responsibility. This is why so many executives hesitate to let any of the detail of the job get out of their hands.

Most experienced executives with whom I have discussed this problem contend that failure to delegate results in two serious deficiencies, in terms of getting any job done. First, it overburdens the executive with detail and leaves him little time for overall administration. Second, the executive, as a result of his hesitancy to delegate, finds that he must often short-circuit those who should be looking after matters of detail for him. Sometimes the someone thus undercut is the second man in that department, the subordinate supervisor who is being trained to take over the executive's job when the head man is to receive further advancement.

If an executive fails to delegate he may find it convenient, and indeed necessary, to bypass his assistant and issue orders and assignments directly to those who are supposed to report to this second man. Nothing can create confusion more readily than this practice. Most executives frown on undercutting, but insist that nothing in this prohibition should prevent any employee from coming directly to the head man with a grievance.

An executive cannot be two or ten places at once. Unless his is a one-man organization, he can have different people in all places, authorized and trained to act for him. The training part of this job of developing reliable assistants usually takes the form of gradually increasing the amount of authority delegated until the executive feels the particular subordinate has been accorded about all the authority he can successfully utilize.

Limitation of subordinates points up

another important factor in the matter of successful delegation: Among any group of employees, there are those who like to be trusted with the exercise of authority and others who prefer not to have it thrust upon them. The executive should be sure he has people reporting to him who like to be given authority; employees who are willing to stand or fall according to the kind of job they do when their hands are free.

The head man who does not care to delegate, or who will delegate as little as possible, should have reporting to him people who are happy to let him carry the ball at all times. In this type of organization nobody would dream of making a decision, however minor, until he had checked with the boss. Any other course would be unsatisfactory, both to the head man and to the type of people he would employ.

The executive who wants his subordinates to take as much as possible of the routine work of supervision off his shoulders must build an organization in which a majority of the employees like to be given authority, and who work best when the chips are down. In effect, this executive says to an employee, "Stand on your own feet. Get results without running to me. If you make good I'll do all I can for you. If you fall down you'll be replaced." Most of us know subordinates who work best under such a setup as this. We also know a lot of people who wouldn't last a week in such a department. If they didn't get fired they would quit.

Many executives prefer to adopt a middle-of-the-road policy with reference to delegation. They contend they can tell when any employee has about reached his limit in this direction, and they are careful not to overload anyone. With certain people they can go all the way in delegating, and these automatically assume the role of direct assistants. The others receive little in the way of assignments other than routine work.

Most executives agree that the department in which employees are given as much authority as possible will develop the best material from which future executives may be fashioned. Conversely, if an employee who has never exercised authority is given charge of a department he has two strikes on him, right from the start.

Management, in corporations large and small, is always studying its executives to see how good they are at delegating authority. This is, of course, but one characteristic of the top-flight executive, but it is usually rated as one of the outstanding qualities of leadership. In the small organization the executive's future may not be at stake. But the result may be about the same, since business must suffer when the head man insists upon making every decision, large and small. In his absence certainly someone should be empowered to speak for him. This may necessitate specific training for the individual who thus represents him in interpreting the policies of the organization.

There are two interesting problems in delegation that may grow out of the relationship between executive and assistant. In the first, a subordinate supervisor has taken a stand in dealing with an employee and the case has not been handled to the department head's satisfaction. Should the boss now step in and straighten things out, or should he keep hands off and let the assistant work out his own salvation?

In discussing this problem many executives contend that when an injustice has been done this should be corrected as soon as possible. They frequently state they would get the employee and the assistant together and thresh out their differences. Then they would adjudicate the matter and do whatever

was necessary to make sure there would be no repetition of such mistakes in the future.

But an equal or greater number of executives will not settle for any part of the above solution. This group would never interfere with a supervisory situation when this means that the order of an assistant may have to be reversed and this fact made known to employees. If corrective action should be taken, they say the assistant is the one to take care of this in his regular contacts with those who report to him. Should the boss "conduct an investigation" only to discover the assistant was in the right, he has not appeared to favorable advantage in taking such action.

Superiors who have learned to multiply their efforts by delegation appear to expect subordinate supervisors to make occasional mistakes. Many bosses state they learned a lot about supervision by making mistakes and then having to correct these errors. They appear to favor giving their assistants the same privelege of being wrong once in a while.

The other common problem in delegation concerns the assistant who has been given sufficient authority to run his job, but who continues to have trouble with certain individuals reporting to him. The latter may be skilled workers who are older than the assistant and who resent taking orders from a younger man. They may be valued employees who earlier reported directly to the head man and would like to continue to come to him for suggestions. What is the superior's responsibility here? What is the responsibility of the assistant concerned?

Executives usually agree there can be no objection to the department head continuing on a friendly personal basis with the older employees, provided he does not permit critical discussions of the work of the assistant to enter into these sessions. If employees insist upon bringing up such matters, they must be told to discuss these with the assistant. Anything short of this, they say, constitutes undercutting.

When this has been done, however, executives appear to feel the assistant must thereafter stand on his own feet. In the case of the older employees he may find it necessary to defer to their superior experience and thus win their cooperation. In any event, the assistant must then get results or be replaced by someone who can. They refuse to carry a weak assistant.

A manufacturing executive who had earned an industrywide reputation as a splendid organizer was offered a position as general manager of a concern making a product with which he was totally unfamiliar. The offer was so attractive he accepted. In telling of his experience on the new job, the executive said, "I had eight division heads reporting directly to me. Each man was a wizard in his line. In each instance, I knew next to nothing of the work going on in the department.

"I called the division heads together and put my cards on the table. I told them I was going to run the plant; I had no intention of acting the part of a figurehead. I explained that, since I would concentrate on the administrative end of my job I probably never would become acquainted with the details of their work. Each division head was to have full authority to run his job. I would hold each executive responsible for results, in terms of quality of product, production costs, and good industrial relations. If he made good I would see to it that he received full credit from my superiors. If he failed he would be replaced by someone who could work satisfactorily under this setup. The division heads got the idea. I was

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able to make a good showing in running a plant in which the day-to-day routine of manufacturing was, and still is, something of a mystery to me."

This is an unusual instance in which the ability to delegate authority was the deciding factor in the success of an executive in a field foreign to his previous experience. Perhaps in lesser degree the ability to delegate intelligently is an important factor in the success of any executive.

Wider Applications Of Magnetic Tapes

LATEST industrial applications for magnetic recording ranging from video tape recording and geophysical exploration to the quiet strains of background music in an office were featured at dedication ceremonies of Minnesota Mining & Manufacturing Company's new Research Center. Scotch instrumentation tape No. 109 was demonstrated in a number of industrial applications where it is used exclusively for critical data recording.

Dr. W. W. Wetzel, formerly technical director of the 3M Company's Magnetic Products Division and now division general manager, termed the tape "the most nearly perfect magnetic recording tape manufactured today." Highlight of the dedication was a cross-country color telecast by video tape recording on May 12. Originating in New York, it was recorded and reproduced by Radio Corp. of America. Bing Crosby Enterprises demonstrated in motion pictures its wide-band radar recorder built for the Air Force to record radar screen images.

Where magnetic recording takes the form of magnetic tape, it provides a medium that is extremely long playing with a range of from a few minutes to several hours. This makes tape ideal for recording conferences, conventions or court testimony. Growing interest in magnetic recording has encouraged the development of several forms other than magnetic tape alone.

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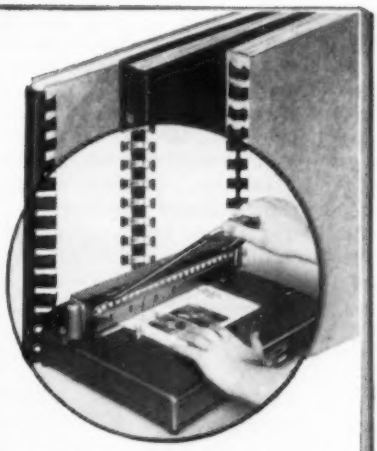

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In addition to tape, the use of magnetic belts—in reality short but wide endless loops of magnetic tape—have been adopted by some manufacturers. These provide easy insertion of the belt and make it easy to locate a specific piece of dictation since the head records a spiral-track around the belt from one margin to the other. The belts are easily mailed in an ordinary envelope.

Another form of magnetic recording uses sheets of special paper coated with the magnetic oxide. As in the case of the magnetic oxide belt, a scanner-type head records a magnetic track that is easy to locate. Since these sheets are made of paper, any particular piece of dictation on the sheet can be identified or specially labeled with an ordinary pencil. These too can be folded and easily mailed.

Still another form of magnetic recording is the magnetic disc. Such units resemble conventional phonographs except that instead of the needle which cuts grooves in a disc, a magnetic recording head is substituted for the needle and an invisible magnetic track replaces the grooves in the disc. Magnetic discs

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are of flexible plastic similar to that used in making magnetic tape. They, too, can easily be folded and mailed.

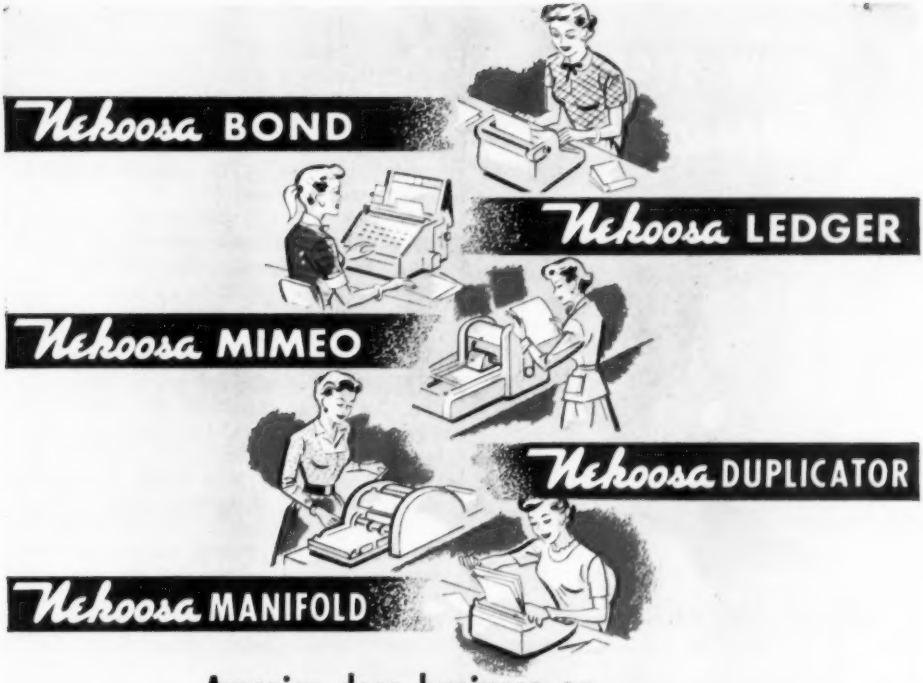
An important consideration in the cost of a dictation device is the mechanism which causes the recording media to move. Most complicated of all is the conventional tape recorder where magnetic tape spins from reel to reel.

Electrostatic tubes in electronic computors provide information instantly, but are unable to store very much information. Magnetic drums take slightly longer—still less than a hundredth of a second, perhaps—but store more material. The third media, magnetic tape, may take a few minutes longer but stores many, many times as much information. This magnetic tape is usually ½″ wide and made of oxide coated plastic. It is divided into parallel channels or tracks along the length of the tape with perhaps five to seven channels used for storing the coded representations of numbers, letters, or symbols. Each bit of information is recorded on the tape in a convenient code form peculiar to the machine.

As in the case of all magnetic tape, it can be erased and reused if the information is not to be stored permanently. One of its assets is its compactness, since as many as 20,000 records of 80 digits each may be stored on a single 12″ diameter reel with 3,000 ft. of tape. Many electronic data processing machines may have several tape units attached to them, greatly increasing capacity of the computer.

A magnetic drum is essentially magnetic tape in a different form. The drum is usually precision made from aluminum and is mounted on a shaft on which it rotates at high speed past the recording heads. It can store from 5,000 to more than 100,000 characters and each of these can be read or written in a few thousandths of a second. This makes it considerably faster than magnetic tape.

Still faster however, is the electrostatic tube. Similar to a television tube, it delivers its information in a pattern of



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dots and dashes and can do so in a few millionths of a second. For practical purpose it is called instantaneous.

A rising business that has developed from tape recording deals in "music nobody listens to." It's the background music business consisting of firms which rent, lease or sell music on magnetic tape to business and industry ranging from restaurants to steel mills, from funeral parlors to offices.

Music in this field must be the proper type, both from the standpoint of content as well as music which is cleared by copyright owners for use in this manner. As far as content is concerned the music must be planned to lend itself for background use and must be free of vocals. Generally, the ideal functional music consists of instrumentals, since lyrics tend to attract the attention of the listener and prevent the music from serving a true background purpose. It is usually necessary to have pauses between selections which eliminate any strain that continuous music might tend to create.

Magnetic tape is but one component in a video tape recording system. It is, however, vital and without its development and perfection the new medium of video recording would not be possible.

Minnesota Mining & Mfg. Co. was the first U. S. firm to master the production

"That's enough thinking. Let's get back to work!"

ROTOR-FILE cuts costs, increases efficiency, steps up production, boosts employee morale

4-Tier Rotor Corres-File — filing done from seated position

Corres-File changes the filing clerk's menial job of physical labor to a dignified desk operation. This unit equals 3 4-drawer files — and the clerk works in only 1/10 of the space, because the records come to her. The Corres-File clerk works with new speed and efficiency, does more work in less time — and loves it! This means lower operating costs, less personnel turnover and a more efficient filing operation for you.

6-Tier Rotor Corres-file — gives you a floor space saving of 36%

If floor space is an important factor in your operation, 6-Tier Corres-File gives you a saving of 36% — and yet 84% of the file clerk's work is done from a comfortable seated position. This is possible because of Corres-Files "side filing" feature and the adjustable chair unit. Filing in the top tier is most easily done with the aid of a fold-away stand — however it can be accomplished without strain by the average girl without this stand.

Desk Rotor-File — desk, file combine to save space, speed work

Desk Rotor-File is available in single models (shown at right) or double models (on facing page). This desk-file combination offers substantial savings in space — split second finding, filing and posting — all from a comfortable seated position. And the *capacity grows with your needs.* Used in combination with the Rotor Corres-File it offers the finest, fastest, most efficient filing system available.

EFFECTIVE TOOLS FOR EFFECTIVE MANAGEMENT

WASSELL

ORGANIZATION, INC.

WESTPORT 2, CONN.

Please send the Rotor-File folder giving complete descriptions and capacities.

Name_____

Title_____

Company_____

Address_____

City_____ Zone____ State_____

introducing

EFFORTLESS COLLATING

with the NEW

COLLAMATIC Electric Collator

Collate *without* effort — *without* fatigue. Collate as fast as you duplicate WITH THE NEW COLLAMATIC — the electric collator designed specifically for the modern office.

Think of it, an *electric* collator that will cut labor costs in half — actually pay for itself. An office machine that everyone will love to operate.

Touch the automatic starter and the sheets are advanced for inspection. Touch it again and collate. Just *touch* and *collate*; that's all.

Lots of other features too! Each bin will hold more than a full ream of paper. Scientifically designed stapling and stacking bin insures uninterrupted work flow. Positive feed, MAGICFEED rollers feed right down to the last sheet. Priced to sell for LESS than most mechanical collators.

Be first to have "EFFORTLESS COLLATING" in your office. Write for brochure and the name of your nearest distributor.

☐ I'd like a demonstration of the New Collamatic.

☐ Please forward additional information.

Name..... Title.....

Firm.....

Street.....

City..... State.....

ELECTRIC COLLAMATIC COLLATOR

Wayne, New Jersey

MOuntain View 8-2900

THE ELECTRIC COLLATOR FOR THE MODERN OFFICE

of high quality magnetic tape, essential in any recording system. It was a job that fitted almost naturally into the 3M Company's operations. The firm had years of experience in making more than 100 different tapes including the familiar transparent cellophane tape sold under the Scotch brand name; the firm was engaged in the production of iron oxides, as a result of its work in paint pigmentation; the company had experience with binders for holding the oxide in position on the tape; and, perhaps more important, it had years of know-how and the necessary equipment for combining such raw materials into a finished tape product.

In 1953, the 3M Company introduced an acetate-backed tape featuring a new, more potent magnetic coating with from 8 to 12 decibels more output than existing magnetic tapes. Called Scotch No 120 High Output magnetic tape, it is a dark green in color. In 1954 they introduced a thinner, acetate base recording tape, Scotch No. 190 Extra Play tape. With it, 3M was first to offer a 50% increase in recording time for any tape recorder. Using one mil acetate (rather than the conventional 1½ mil film) together with a thinner oxide coating (but with more potent magnetic characteristics) they increased the tape footage per reel from the conventional 1200 ft. (on a 7″ reel) to 1800 ft. with no increase in reel size. They also offer two polyester-base recording tapes, Scotch No. 111AM and No. 120AM High Output magnetic tapes, both available with acetate backing.

Scotch magnetic laminate tape, with a cellophane backing, is used with the Scotch magnetic laminator to automatically transfer the oxide coating from the cellophane-backed tape to movie film. It offers a factory-perfect magnetic track which can be applied wherever 110 volt current is available.

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Portable Conditioner **is for Year 'Round Use**

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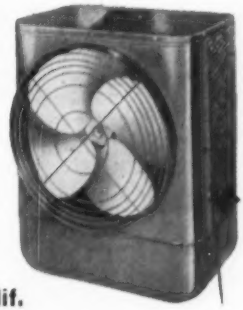

***READ-A-FILE* KEEPS YOUR STENCILS AND OFFSET PLATES ALWAYS AT SEE LEVEL**

The Read-A-File Cabinet is a protective file that keeps stencils and plates wrinkle-free. It permits full-length inspection and quick access to any one of up to 400 stencils or 200 plates. The hanger unit, with 50 clips, rides on ball bearings. Each clip is on its own rod and can be removed without disturbing the others. It's new and different.

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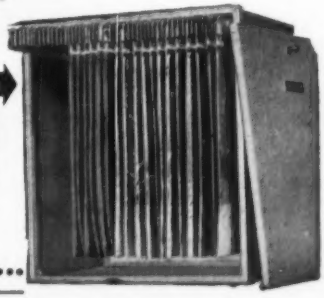

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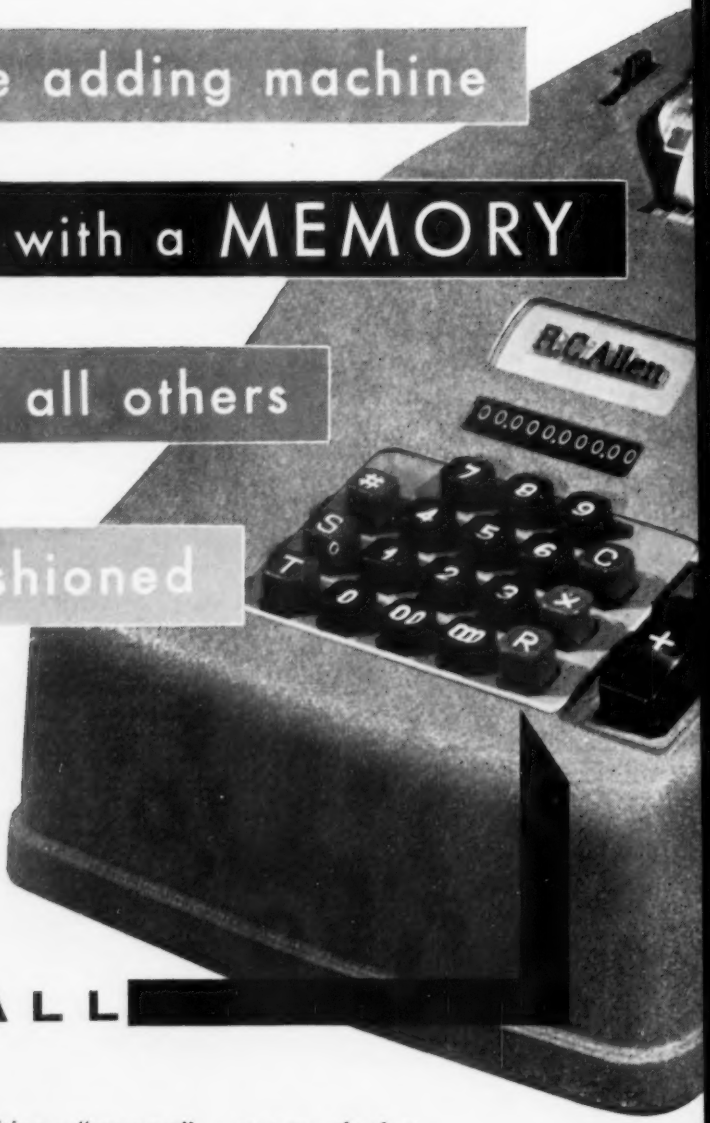
the adding machine

with a MEMORY

makes all others

old-fashioned



the
RECALL
key

...gives this machine a "memory"...restores the last amount printed, instantly! Depressing this key simultaneously with the proper motor control speedily and accurately repeats debit or credit items, corrects listed errors, reverses debit or credit totals, multiplies totals and restores totals printed in error, all without re-indexing!

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Only a demonstration can do justice to its unlimited advantages for you . . . and its many efficiency features which include automatic step-over multiplication with positive back-space correction key, and single-double-triple cipher keys.

Call your R. C. Allen dealer today for a demonstration or write for the colorful brochure, "The Adding Machine With a Memory".

MANUFACTURERS OF FULL KEYBOARD ADDING MACHINES, A WIDE RANGE OF SPECIALIZED CASH REGISTERS, A POPULAR LINE OF DESK-MODEL BOOKKEEPING MACHINES, AND THE WORLD'S MOST ADVANCED TYPEWRITERS.

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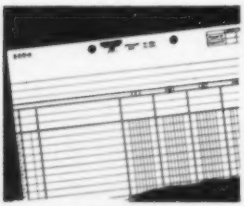
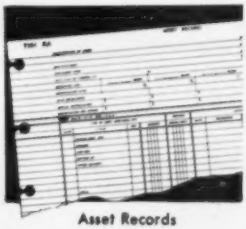
How to Save Money for Your Company with National's STOCK FORMS

First of all, remember, National's stock forms are flexible . . . can be fitted to most any bookkeeping or record system. Here's what you *gain:* 1. You need less inventory; 2. You can buy in smaller quantities; 3. You are assured top quality paper and printing; 4. And with National you can get Eye-Ease, the cool green paper that reduces eye fatigue, and resulting errors.

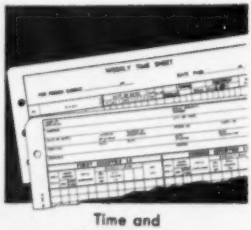
See National's stock forms at your stationer.



Accountants Analysis Pads

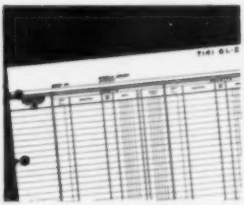


Asset Records

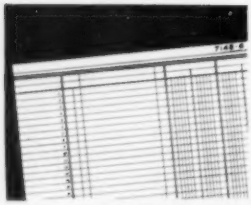


Time and Payroll Forms

Ledger Sheets



Accounting Forms



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Company . . . . . .

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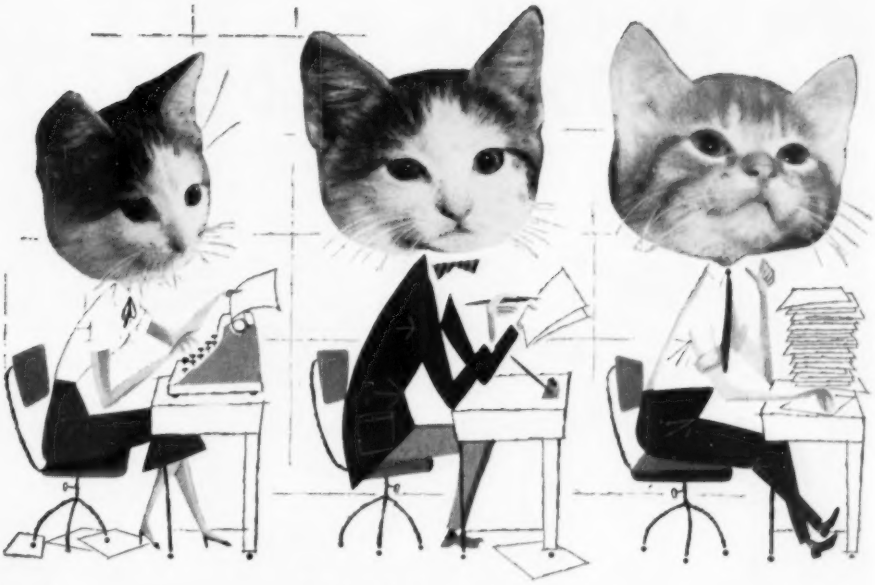
City . . . . . *State* . . . . . .

Please send me name of nearest Stationer ☐



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A tremendous amount of daily paperwork in your company calls for the transfer of the same basic information from one departmental form to another. Done manually by "copy cats," this transcription is costly, slow, often inaccurate.

With the new Copyflex Model 100, basic information is written only once — departmental copies are mechanically reproduced from the one original action paper. Copyflex one-writing systems can be tailored to any systematized paperwork to speed and simplify purchasing, production, shipping, invoicing, accounting, and a host of other operations. They can save you thousands of dollars, give you tighter control of operations.

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Desk top Model 100 Copyflex copies originals 11 inches wide by any length. Makes up to 300 copies of different letter-sized originals per hour $498.50*

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Handsome Invincible desks give you greater office efficiency—through outstanding "Business-Engineered" features like adjustable height, non-glare top, smooth operating drawers on nylon glides and super-rigid construction. Available in 107 different sizes and models. You can choose one that's perfectly suited to your own requirements. See the feature-packed Invincible line at your dealer's today.

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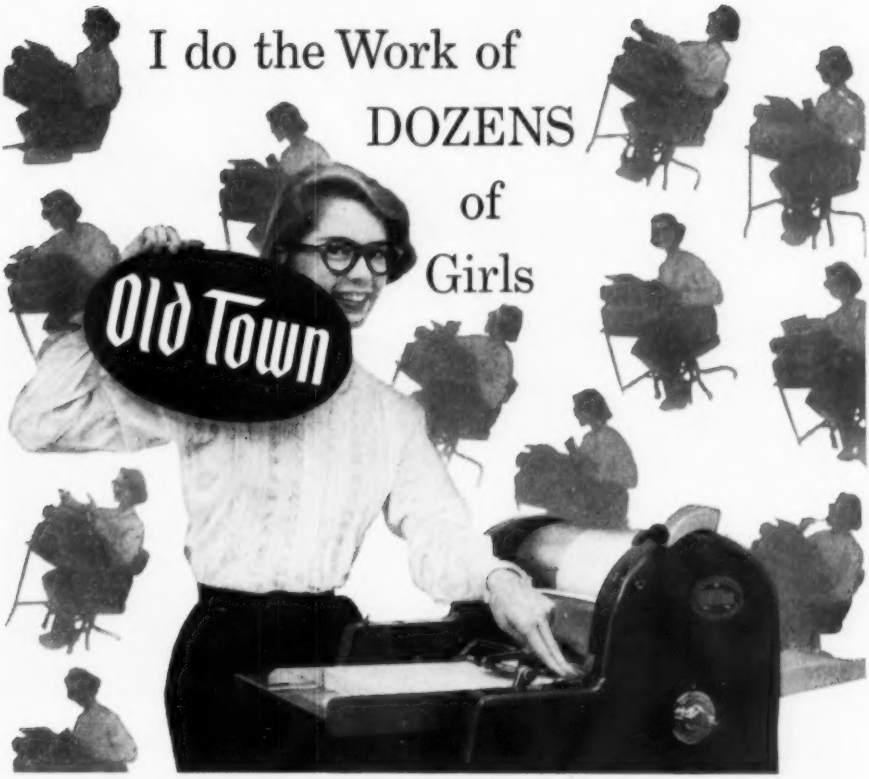

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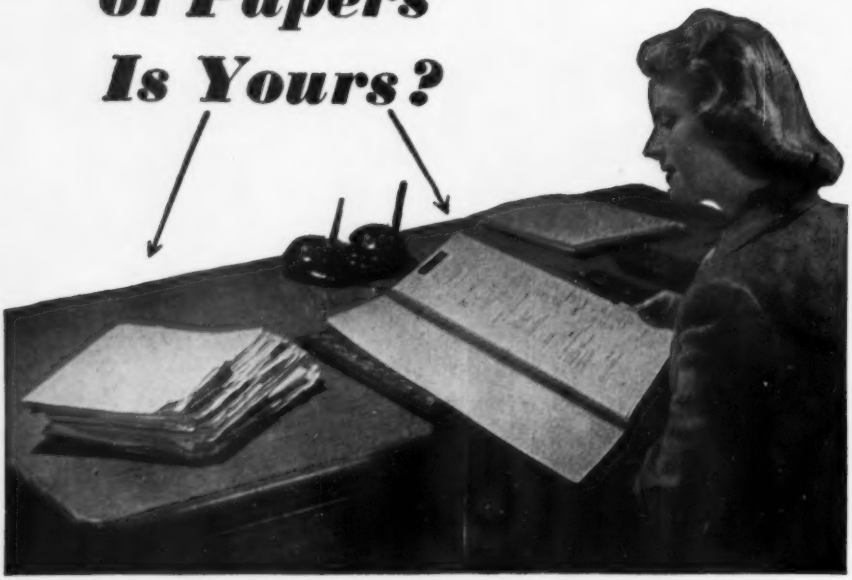
Which File of Papers Is Yours?



Rid your files of soft folders and loose filing, with

ACCOBIND FOLDERS

"ACCO-bound Papers are SAFE Papers"

Accobind Folders of fine pressboard incorporate the ACCO Fastener of smooth pliable steel for the all-important safety factor. Each paper, punched and placed over the prongs of the ACCO Fastener, retains its proper place in the folder by date, number, or other required sequence, and is not subject to accidental loss or misplacement.

The unique Accobind transfer feature enables the bound units to be withdrawn from the metallic holding device in the folder, to be placed — ready-indexed — in the transfer file. With a new Indexing Sheet and ACCO Fastener introduced into the slideway of the Accobind Folder, it continues on, year after year, to give you a supremely fine filing-binding service.

All good stationers have Accobind Folders and Acco Fasteners (30 styles) for your every need.

ACCO PRODUCTS, INC., OGDENSBURG, N. Y.

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PATENTED EFFICIENCY in the Use of CARBON

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GRIP-N-PULL CARBON PAPER

WITH THE EXCLUSIVE *ECONOMIZER BOX*

1. Automatic Alignment.
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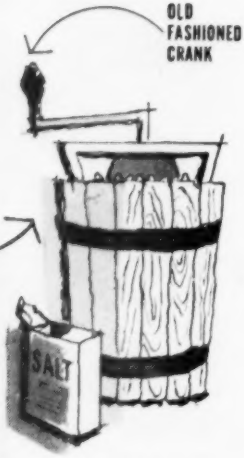
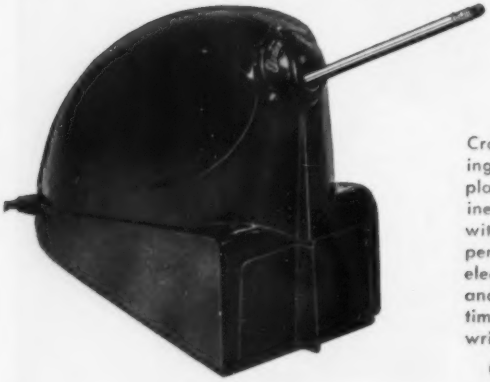


OR MAKE ICE CREAM THIS WAY?



Crank turning is the outmoded way of drawing water, making ice cream, starting cars, placing phone calls etc., so why run an inefficient, outmoded office. You can do away with time-wasting, pencil-eating crank type pencil sharpeners by getting a self-starting, electric, completely automatic Electro-Pointer and sharpen pencils the modern way. Saves time, saves pencils. See your stationer or write Stile-Craft.

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BE MODERN WITH THE *Electro-Pointer*

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MEDIUM SIZE OFFICE TYPEWRITER WITH STANDARD MACHINE ACTION

It has everything you need—and more! Its 13 inch carriage will accommodate all forms of letters usually needed in the office or home. It is the ideal machine for the small office and professional man, as well as the individual business man.

OLYMPIAS ARE SOLD EVERYWHERE BY REPUTABLE OFFICE MACHINE DEALERS!

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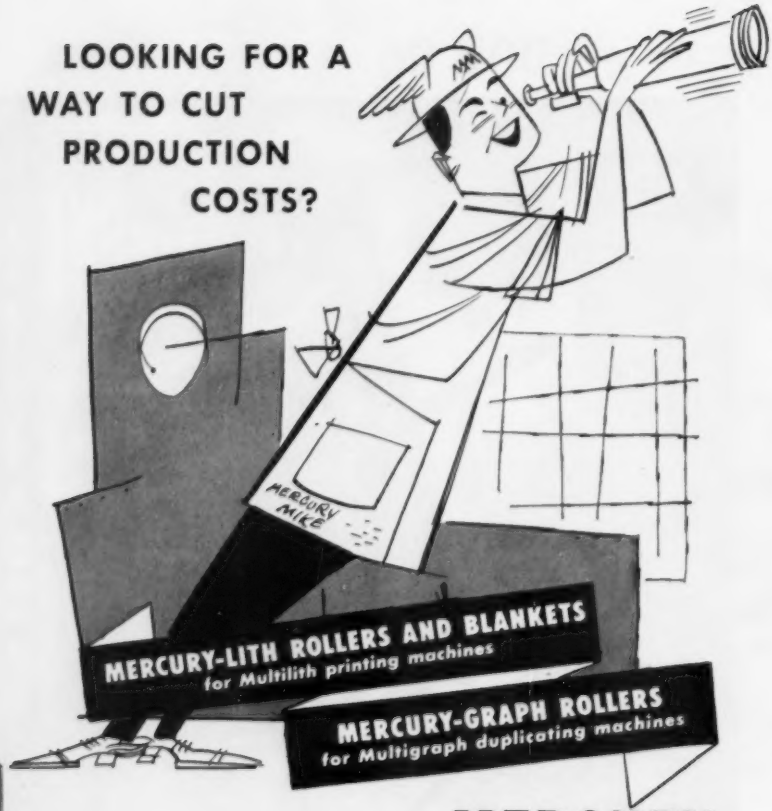
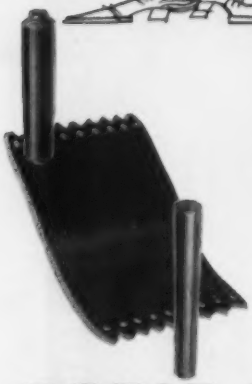
LOOKING FOR A WAY TO CUT PRODUCTION COSTS?





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The extra mileage you get on these extra durable Mercury Rollers and Blankets makes them the smartest investment you can make in equipment. They're guaranteed to outlast and out-perform any accessories you've ever used — because they are built of the same materials and by the same methods as the rollers and blankets used on the world's largest commercial printing presses.

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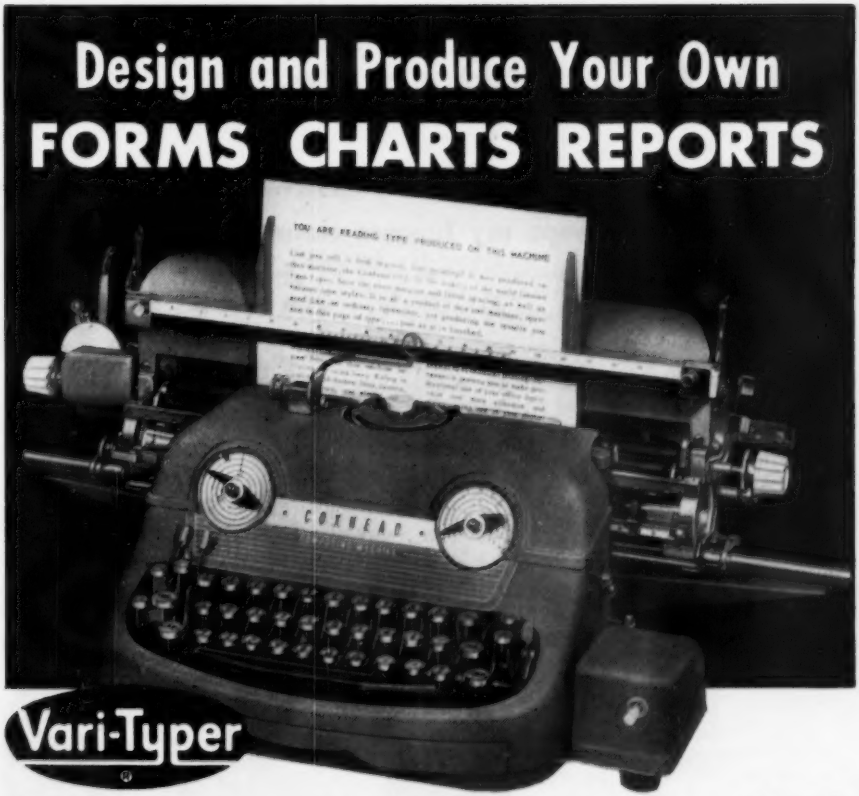

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Rules Lines and 'Sets' Type in a Single Operation.....for any duplicating process

The push of a button will automatically rule up a form of any kind—with single or double lines and dot or dash leaders. Type matter, too, in various styles and sizes can be composed with your rulings, too. You can prepare your forms directly on a litho-plate or stencil—or plain paper for photo-offset paste-up. You can prepare elaborate charts and reports with bold-face types, italics, etc. Combinations of rules and types are limitless.

MAIL TODAY FOR COMPLETE DETAILS

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720 Frelinghuysen Ave., Newark 5, N.J.

Please send VARI-TYPER Book C36

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Inside Tip on why secretaries

"The Silver Tip keeps my fingers clean and saves time in changing ribbons"

There's nothing that irritates secretaries more than fingers smudged with ink from changing ribbons. And when secretaries are unhappy, production slows down.

Carter's exclusive Silver Tip Clean End keeps fingers clean when ribbons are changed. It also eliminates "washing up" time, and prevents smudgy fingerprints on clothing and papers.

The famous Silver Tip is just one of the reasons for using Carter's Typewriter Ribbons. The others are more uniform ribbon inking, finer quality ribbon fabric, longer wear and sharper impressions all along the way.

You'll find a Carter Typewriter Ribbon for every make machine and every taste. You have a choice of single and bi-color ribbons in Cotton, Silk and Super Nylon.

Switch to Carter's today, then notice the improvement in your correspondence, and the contentment of your secretarial staff.

THE SILVER TIP
. . . the secret of smudge-free fingers

like to use CARTER'S ribbons

The only quality line of ribbons with the "clean end" Silver Tip

You've purchased enough office supplies to know that the lowest priced item is not always the best buy.

That holds true in typewriter ribbons, too. A high grade, uniformly inked typewriter ribbon, like any of these Carter brands, stands up long after so-called "economy" ribbons are dry, shredded and useless.

And, for letters with that sharp, brilliant executive look, for longer wear, for clean easy ribbon changing . . . ask for Carter's Typewriter Ribbons with the Exclusive Silver Tip.

Be Smarter... Buy Carter's

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Call your local Stationer or Office Outfitter

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You CAN LIGHTEN YOUR FIGURING BURDEN WITH A MARCHANT *figurematic*

PAYROLL or INVENTORY, INVOICING or PAYABLES, whatever your figurework, you can do it easier and faster with a MARCHANT *Figurematic*

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A MARCHANT *Figurematic* is so simple to run, anyone in your office can use it speedily and efficiently.

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Through our "pay-as-it-saves" plan, a *Figurematic* can go to work for you at once on terms to fit your budget.

★ IT'S EASY ON YOUR TIME
Call the local MARCHANT MAN for a test run on your own work. Your business—whatever its size—can turn time into money with a MARCHANT *Figurematic*.

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Find out how a MARCHANT calculator will help cut your figurework costs and lighten your figuring burden. Mail this coupon with your business letterhead for free...

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MARCHANT CALCULATORS, INC., OAKLAND 8, CALIFORNIA 0-7

New York offices of the American Cancer Society are subdivided by the largest installation of Arnot-Jamestown Partition-ettes (1000 running feet), installed by Itkin Bros., New York

CAMERA!

Lewis Glaser makes 75,000 quill pens yearly on his goose farm near New Haven, Conn.

L. C. Stowell, president, Underwood Corp., presents $1000 check to Fraser Morton, Lehigh University sophomore, a top winner in Underwood's portable typewriter contest.

Dr. Luther A. Gulick (right), city administrator, starts a program to microfilm some 32 million New York City real estate records. At left is John K. Boeing, president, Recordak Corp., and Lewis Orgel, register of New York City. Records now occupying about 44,000 sq. ft. of floorspace will become film in 35 file cabinets occupying 140 sq. ft.

A typical office floor in Prudential's Jacksonville building is the ordinary premium and records division. Manager's office is in corner at left.

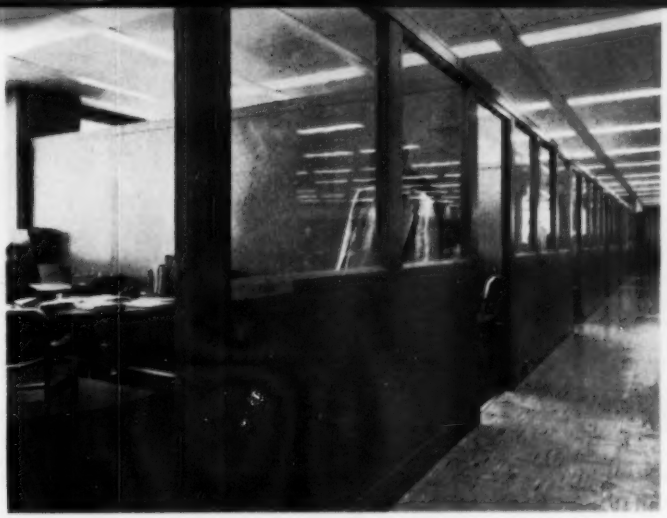
Prudential's New Florida Offices

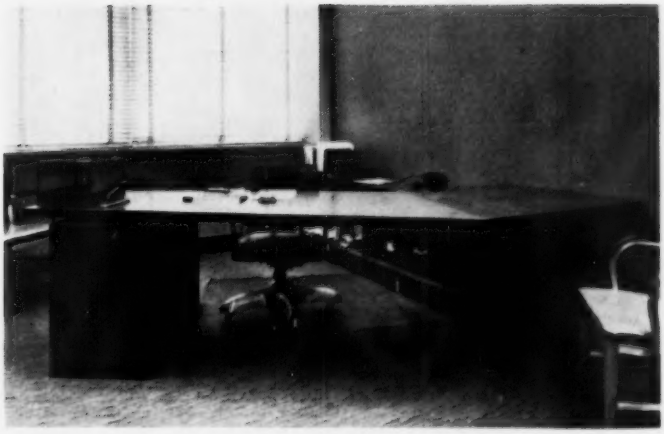
Florida's tallest office building is the new South-Central Home Office of Prudential Insurance Co. of America in Jacksonville. The 22-story marble and granite structure stands on a 19-acre site which includes a 6-acre parking lot. There are 19 floors of clerical work space with air conditioning and elevator equipment on the three top floors. Upper level of an 8-story north wing contains executive offices. Prudential uses over half the building's 400,000 sq. ft.; the balance is rented. Completely air conditioned with acoustical ceilings, recessed fluorescent lighting and asphalt tile floors. There are nine electronically controlled automatic elevators. Building is wired for work music.

The landscaped grounds contain a variety of trees, flowers, hedge plants and grasses. A 1-ft. deep, 30 x 80 ft. reflection pool near the building entrance is illuminated at night.

Jacksonville is the "Insurance Capital of the Southeast" with the offices of 46 companies: 33 district offices and nine home offices.

Prudential uses movable partitions for this series of managers' offices in their new South-Central Home Office Building.

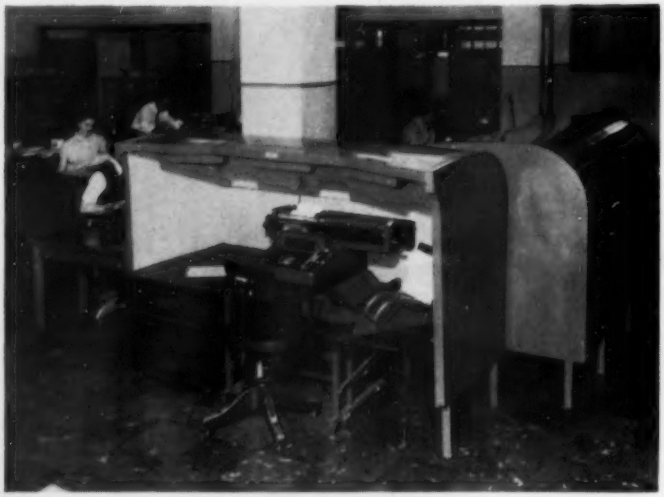




Interior of one of the manager's offices off the corridor shown in the photo above.

Prudential's central dictating section in Florida showing Ediphone recording machines in the foreground and transcribers at rear.

Erik A. Ohlsson, president, Facit, Inc., demonstrates an electric ESA-O Facit 10-key calculator to high school seniors from Dayton, Ohio, at Sweden House in New York. The students' trip was sponsored by the Dayton Council on World Affairs.



A No. 3170 Sof'Tone acoustical cabinet, product of Gates Associates, is used over an Underwood bookkeeping machine in the Cleveland office of the Upjohn Co.

A Miniac electronic computer, made by Marchant Calculators, Inc., appeared on the Science in Action program of KRON-TV, San Francisco. Everett S. Calhoun, Stanford Research Institute, is explaining Miniac's innards while Dr. Earl S. Herald looks on.

Ramona M. McClellan of the Fire Control Branch, Florida Forest Service, using a Remington Rand Model 99 Printing Calculator to prepare semi-annual statistical reports of the causes, acreage, size and county location of forest fires.

Fred R. Sullivan (center), president, Monroe Calculating Machine Co., and Leoma Naughton explain an 1875 calculator to Secretary of Commerce Sinclair Weeks at a Patent Office display in the Commerce Dept. Building in Washington last month.

Office installation in the American Furniture Mart, Chicago, showing walnut secretarial desks made by Leopold Co., Burlington, Iowa, and leather covered walnut chairs made by W. H. Gunlocke Chair Co., Wayland, N. Y.

Layout of the new offices of Anderson & Cairns, Inc., New York advertising agency. Designs for Business, Inc., assisted in planning the work area to coordinate art, copy, production and media departments with accessibility to such self-contained units as public relations and merchandising. Radio and television departments are expandable and have facilities for film screening, editing, etc. Sliding partitions make possible the creation of an additional art department office in five minutes.

In YOUR Office—

You may not be using LETTEREX,

but at the rate our sales are going up,

chances are your competitors

are using it! Look into

LETTEREX today.

one SNAP removes carbons!

LETTEREX

Trade Mark Reg.

MANIFOLD CARBON PAPER SETS

Write:

The LETTEREX CORPORATION

1640 Connecticut Avenue, Washington 9, D.C.

"I found a faster way to work"... so can you!

Poor Lawyer Brown worked day and night • His paper work was such a fright.

"I've got to have more time," he cried • TIME-MASTER's* what he finally tried.

He now saves hours every day • Just "thinks aloud" this simple way.

Brown dictates *any* time he needs to— • Most *any* job TIME-MASTER speeds, too.

*THE DICTAPHONE TIME-MASTER DICTATING MACHINE

Let us show you how the Dictaphone TIME-MASTER Dictating Machine and *Dictabelt* record can make your job easier. Call or write your local Dictaphone headquarters. Or write Dictaphone, Dept. J-75, 420 Lexington Ave., N. Y. 17, N. Y.

DICTAPHONE TIME-MASTER DICTATING MACHINE

DICTAPHONE, TIME-MASTER AND DICTABELT ARE REGISTERED TRADE-MARKS OF DICTAPHONE CORPORATION.

Uniquely and completely automatic, the versatile Olivetti Printing Calculator automatically multiplies and divides, and is also a fast 10-key adding machine, with automatic credit balance and direct subtraction. Its tape provides permanent printed proof of all calculations, for fast, easy auditing.

The first printing calculator to have a separate multiplication keyboard, the Olivetti automatically multiplies without requiring the operator to position the multiplicand; *all* mental counting is eliminated; fast short-cut multiplication is automatically used. It automatically divides; locating the decimal point is simple. Double and triple zero keys, found on no other printing calculator, and new discount key, add extra speed. Proven in 7 years of use, the Olivetti has a lower cost maintenance contract than any comparable machine. 25,000 are in use in the U.S.A., sold and serviced by branch offices and by 450 dealers, in all 48 states.

Olivetti Corporation of America
Dept. FK, 580 Fifth Avenue
New York 36, N. Y.

Gentlemen: I'd like to know more about your Printing Calculator, that makes figure-work quick, easy and automatic. Without obligating me in any way, please let me have this information as soon as possible.

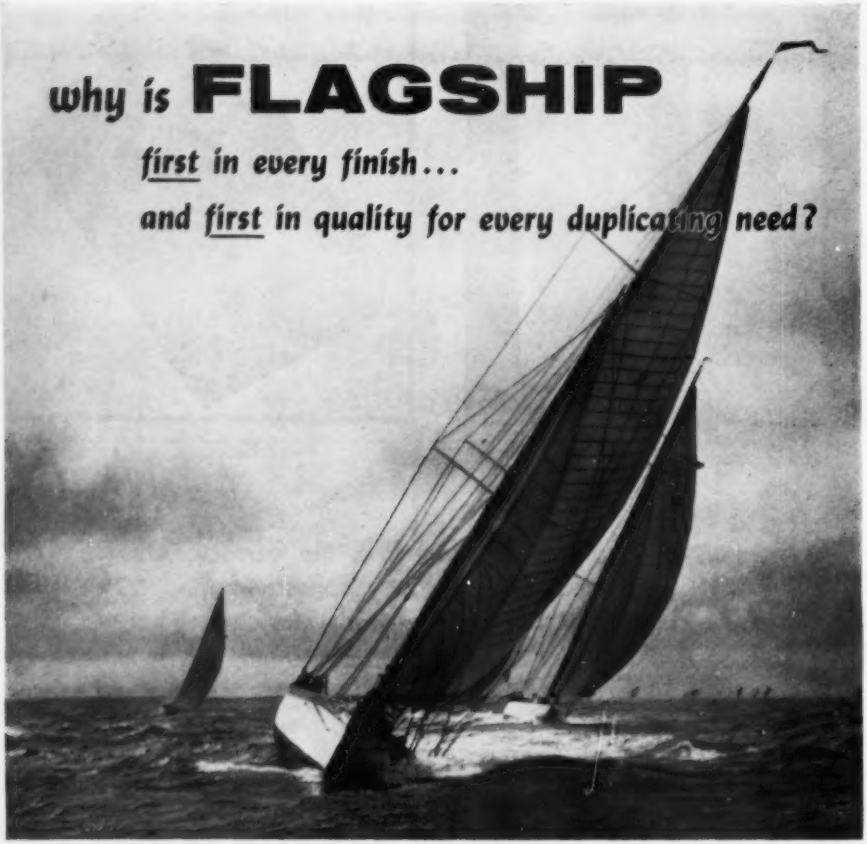
Name.....

Title.....

Company.....

Street.....

City.....State.....



The patented FLAGSHIP Line of metallic back carbon papers has earned its Number One Rating by superior performance. When you offer FLAGSHIP your customers get longer wear, cleaner copies without feed-roll streaks, and the non-slip and ease of handling features that only FLAGSHIP provides—all at no extra cost! Ask the dealer who has a FLAGSHIP franchise and he'll tell you that with patented FLAGSHIP you'll sell more carbon easier than you ever have. And repeat orders go to you because your franchise is protected.

But FLAGSHIP is only a part of a broad line of fine Allied products—for every duplicating need from orange diazo carbons, a complete line of spirit products, to fluid-eradicable ribbons.

The franchise may be open now in your vicinity.

Write today for more information on how to make your carbon and ribbon sales an important profit producing source for you.

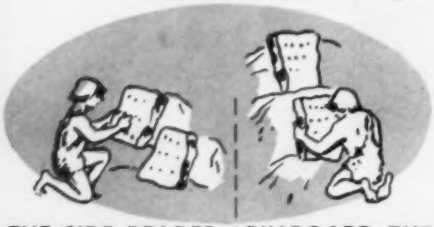
ALLIED CARBON AND RIBBON MANUFACTURING CORPORATION

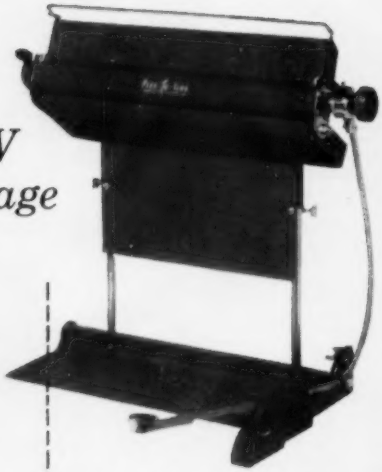
General Offices and Factory: 165 Duane Street, New York 13, N. Y.
Western Office and Warehouse: 3404 So. Main, Los Angeles 7, Calif.

AMERICAN
PRESENTS
NUMBERAMA
THE ALL-AMERICAN LINE FOR 1955
WRITE FOR FULL DETAILS
AMERICAN NUMBERING MACHINE CO, BROOKLYN 8, N.Y.

Pres-To-Line

the only basically NEW Copyholder since the age of stonewriting!





THE SIDE READER

Mr. Ancient Man's first "copyholder" was a rock, propped under the tablet of stone to be copied. Reading from the side, he got the same "crick" in his neck as today's typists using side-reading copyholders. Even Mr. Ancient Man thought side-reading "ridiculous."

BILLBOARD TYPE

Mr. Ancient Man finally got his copy up in front of him—a step in the right direction. His copy, however, remained rigid, with no consideration for eye-level, light reflection and focal-distance reading. Even today's "Billboard" type copyholders, though a "step in the right direction," remain more or less as rigid as the ancient method.

→ *Then Came* PRES-TO-LINE

...with adjustment up or down for eye-level reading, forward and back for focal distance, tilting adjustment for proper light reflection . . . offering roller-type micromatic spacing for one, two, three or four typewriter spaces, or intermediate spacing . . . fingertip or foot-actuated spacing mechanism . . . in colors to match any typewriter.

ONLY PRES-TO-LINE has these basic improvements that minimize error by taking the eye-strain and fatigue out of typing . . . justifying PRES-TO-LINE to be known as the "WORLD'S FINEST COPYHOLDER."

Write for illustrated literature and name of local distributor.

PRES-TO-LINE
◀ DESK STABILIZER

Saves unnecessary fatigue, reduces typing errors by eliminating wobble and vibration, prolongs life expectancy of desk and typewriter . . . has instant fingertip release . . . makes typists happier in their work. Sturdy, all-metal construction . . . smooth streamlined finish, marproof rubber top bumpers and floor base. Retails at only $4.95.

Pres-To-Line
CORP. OF AMERICA
2339 Cotner Avenue
Los Angeles 64, California

Swift is the **practical** adding machine for **anybody—everywhere.** It weighs only **6½ lbs.**—adds and multiplies up to 10,000,000, has visible dials, two-color ribbon and large, readable type.

Swift is a pace-maker and peace-maker in office, store, home—**anywhere.** Speedy—saves hours of figuring. Incontestable—saves errors, arguments—and money.

Swift also has a smart zippered carrying case. Take it home, in cars, on trains or planes. Swift is a **traveling office!**

Small retail stores, doctors, lawyers, traveling salesmen and housewives find the Swift Adding Machine an indispensable and economical aid to daily living. You will, too!

At better Office Machine Dealers everywhere
or write for information TODAY

***SWIFT* BUSINESS MACHINES CORP.**
Great Barrington, Massachusetts

FINER MATERIALS for BETTER PRODUCTS

DOMESTIC IMPORTED

Quality materials and supplies for
Carbon and Ribbon Manufacturers

TYPEWRITER RIBBON FABRICS

Fabrics that have been specially designed and woven to produce really better ribbons.

Möller Products Corp.

21 WEST STREET • NEW YORK 6, N. Y., U. S. A.

Telephone HAnover 2-5425

THE SWING IS TO

FRANKEL Klean Write STENCILS

49 years of manufacturing "know-how" have made Frankel Manufacturing Company a leader in the stencil industry.

Today, Klean-Write stencils are the most uniform on the market... made in green, blue, yellow and white for all model duplicators. With our precision machinery, our trained specialists housed in a modern, new, up-to-date plant, we can offer you our absolute guarantee of complete satisfaction.

Your profits are bound to increase with Frankel products... IT'S NO WONDER THE SWING IS TO FRANKEL KLEAN-WRITE STENCILS.

There are a few exclusive territories still available.

For further information write to the Frankel Manufacturing Company, 285 Rio Grande Blvd., Denver, Colo.

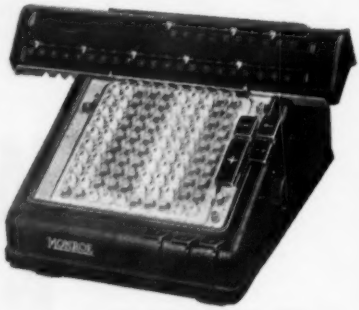
FRANKEL MANUFACTURING COMPANY
285 RIO GRANDE BLVD. • DENVER, COLORADO

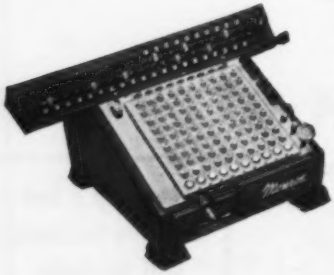
MONROE CALCULATORS

Rebuilt *and* Rough

For the very best in both rebuilt and rough Monroe Calculators, there are many advantages in dealing with Calculator Equipment Corporation. It is the only outlet directly authorized by Monroe to distribute its equipment of this kind in foreign countries.

Every rebuilt machine offered by Calculator Equipment has been expertly reconditioned by highly trained mechanics with genuine factory-made parts, and is in excellent operating condition. If you prefer to have rough Monroes to finish yourself, you can depend on Calculator Equipment to furnish them *complete* and of finest quality.





All rebuilt and rough Monroe Calculators sold by Calculator Equipment Corporation are priced attractively so that you can make a fast turnover . . . with good profits.

CALCULATOR EQUIPMENT CORPORATION

556 Central Avenue, Orange, New Jersey, U. S. A.

Please send information about rebuilt and rough Monroe Calculators, also price list.

COMPANY.....

BY.....

ADDRESS.....

CITY AND COUNTRY.....

STORMS

KEEPS PACE with the..

ELECTRIC TYPEWRITER

. . . with the finest **TYPEWRITER CARBONS** . . . in many grades and finishes . . . made of high quality, silky-soft paper . . . and coated with first grade, specially-formulated inks, to insure sharp, clean, easily read copies.

. . . also First Quality **RIBBONS** . . . made to withstand the heavy pressures of the electric machines . . . and which give sharp, clean impressions.

Keep up-to-date with your customer's requirements for Carbons and Ribbons for electric machines. Write for complete information.

STORMS SERVICE BUREAU

The Storms Service Bureau is ready to help you with special applications of carbon paper, inked ribbons and carbon rolls. You are invited to consult with Storms any time you get such requests from your customers. No obligation, of course.

Ready for you NOW — the new 1955 Storms Catalog . . . 32 pages of quick reference to hundreds of Items. Write for your copy TODAY!

H. M. STORMS CO.

STORMS BUILDING BROOKLYN 38, N. Y.

H. M. STORMS COMPANY O-7
Storms Building, Brooklyn 38, N. Y.

Gentlemen: We would like to know more about Carbons and Ribbons for electric machines.

☐ Please send us complete information.
☐ Please send us a copy of your 1955 Catalog.

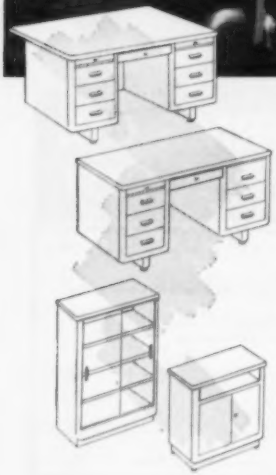
Name .....

Company Name .....

Address .....

City ..... Zone .... State .....

PROFIT THROUGH OFFICE ECONOMY → with **Security STEEL**



Security Steel TD 30 Series Line of office furniture offers you—as a Security Steel Dealer—a sound sales approach to your prospects . . . an approach based on sound office economy.

First, you make it possible for your prospects to realize a savings in initial cost while still getting the best in office furniture quality, appearance and convenience.

Second, you help them to save floor space—as much as 13%!

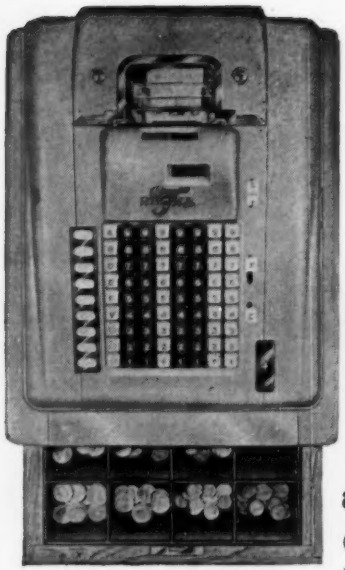
For them, this means more efficient use of available space, or even a need for less space.

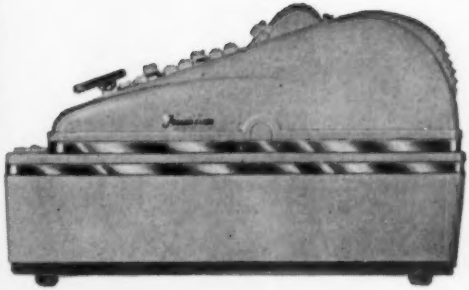
Security TD 30 Series Line is complete . . . from every type of executive and typewriter desk to book cases and telephone stands.

A LINE TO BUILD ON Security STEEL

As a Security Dealer YOU can profit directly from the economy offered by the Security TD 30 Series Line. Write for your full color catalogue which beautifully illustrates the complete TD 30 Line.

SECURITY STEEL EQUIPMENT CORPORATION, AVENEL, N. J.





a new concept of cash register design

If there is *one* cash register which fully meets the performance and budget needs of *all* small and medium size retailers—surely it is the magnificent new Regna DeLuxe! A cash register . . . an adding machine . . . a bookkeeping machine—it is ideally suited for the multiple functions of cash protection, cash-credit control and general figurework. Sturdy, precision-built, soft-spoken . . . virtually maintenance-free! And note the Regna's trim, rounded styling: so elegant, compact, unobtrusive. Yet for all this versatility and beauty, the Regna is low-priced, within easy reach of the smallest storekeeper! New manual or electric models with through-colored Carbamide cases in green, ivory and maroon.

Regna can print double cash receipts (one for store, one for customer).

Visible item indication shows clerk and customer individual items, total.

A complete stock of Regna parts is located in service centers throughout the U. S.

New square-shaped "sculptured" keys are far easier and faster to operate.

Electrically and hand operated models with or without indication.

Regna Cash Registers, Inc.
175 Fifth Avenue, New York 10, N. Y.

Gentlemen:

Please send details and prices on the Regna Deluxe Cash Register plus information about becoming a Regna dealer.

Name.....

Company.....

City.....Zone.....State.....

IN CANADA: Regna Cash Registers of Canada Ltd., 704 Notre Dame St. W., Montreal, Que., and Business Equipment Machines, 489-B King St. W., Toronto, Ont.
OUTSIDE CONTINENTAL U.S.: Jorgen S. Lien, Box 507, Bergen, Norway.

HOW A NOTED TRAILER COMPANY

CUT INVENTORY REPORT PREPARATION TIME 50%

The problem of Fruehauf Trailer Company branches was to determine quickly, by model, the location of used trailers in each of 71 branches so that requests for models unavailable in one branch could be filled from another.

To solve the problem, inventory information is typed by each branch on forms pre-printed on Colitho Offset Duplicating Paper Plates and sent to the home office, where all plates are duplicated. The 71 parts are collated and bound into books—one for each branch.

Not only are long hours of copying and proof-reading of individual reports saved, but also all chances of transcription errors are eliminated. Uniform, original looking copies—in perfect registration and in any amount desired—are obtained at a saving in production time of 50%.

This case history demonstrates the economy and efficiency that countless businesses now enjoy through the use of Colitho Plates. We have a collection of these factual stories which you will find packed with valuable ideas. Just use the coupon and you'll receive your copy of the Colitho Idea File promptly.

Colitho

The "One-Write" way to run a business.

Colitho Division, COLUMBIA RIBBON AND CARBON MFG. CO., Inc.
957 Herb Hill Road, Glen Cove, New York

Okay, rush the Colitho Idea File

Name_____

Company_____

Address_____

City_____ Zone____ State____

NEW Books

INDEX TO FEDERAL RECORD KEEPING REQUIREMENTS. *National Records Management Council, 555 Fifth Ave., New York 17, 32 pp., $2.*

Almost 1000 different government regulations determine the record keeping practices of a wide variety of businesses. Here, for the first time, is a complete subject listing so that those concerned can locate the regulation pertinent to their organization.

INTRODUCTION TO MODERN BUSINESS *by Hilton D. Shepherd, Vernon A. Musselman & Eugene H. Hughes. Prentice-Hall, Inc., 70 Fifth Ave., New York 11, 543 pp., $7.35.*

This college text is entirely revised from its first edition to cover the business changes which have taken place in the past five years. It avoids lengthy discussions of economic theories and involved procedures in favor of concise descriptions of realistic situations. Teacher's manual available.

CASES AND PROBLEMS IN PERSONNEL AND INDUSTRIAL RELATIONS *by Edgar G. Williams & John F. Mee. Ronald Press Co., 15 East 26th St., New York 10, 212 pp., $3.*

Designed for use with any standard text book on personnel management and industrial relations. There are 44 cases derived from actual occurrences and which have no single solution, and seven summary case problems.

LITHOGRAPHER 3 AND 2, NAVY TRAINING COURSE. *Government Printing Office, Washington 25, D.C., 584 pp., $1.75.*

Newly revised, describes processes and gives instructions on operation of various types of offset equipment. Ask for Catalog No. D 208.11:L 71/v.1.

Big Numbers
boost efficiency

FORCE
Columbia

Automatically prints large, legible numbers on file folders, job tickets, time cards, etc., makes for easier reading, faster work. (Provides consecutive, duplicate or repeat numbering.) See your dealer or let us send our catalog—*"How to Select a Numbering Machine."*

Specify FORCE for the Finest

WM. A. FORCE
A COMPANY INCORPORATED
216 NICHOLS AVENUE, BROOKLYN 8, N. Y.

MANAGEMENT SEMINARS
Attendance limited to six persons
Five-day sessions • 9 A.M.-5 P.M.
Uses of Electronic Computers
Mechanization Other Subjects
H. A. WARNER
(formerly Technical Director of NOMA)
Box 19, Route 4 Elkridge 27, Maryland

it happens all the time!

Someone with a figuring problem is always borrowing her Remington Rand All-Electric Adding Machine . . . and no wonder! The simplified 10-key keyboard on this popular machine is so easy to operate that everyone can use it—and does! All electric action adds, subtracts and multiplies with ease and accuracy . . . gives printed proof on a two-color, easy-to-read tape that can be filed for reference.

Remington Rand

DIVISION OF SPERRY RAND CORPORATION

Billing for Old Glory

TO THE interested visitor, a tour through the Annin & Co. salesroom is like a tour through the rainbow. Every day at Annin is flag day and, while flags are often associated with emotion and sentiment, beneath the color and tradition there is a constant application of sound business policies. In fact, this is the basic reason that has made Annin & Co. the largest and oldest flagmaking company in the world.

Annin's executive offices and salesroom are located on New York's Fifth Avenue at 16th St., more popularly known as "Old Glory Corner." General office and manufacturing activities are conducted in Verona, N. J. Each year, the 250 Annin people manufacture and distribute some 5 million flags. Although its best seller, of course, is the Stars and Stripes, a large portion of the volume derives from Annin's 150,000 other patterns, which are devoted to the flags for some 107 countries throughout the world and to the standards, banners, pennants, ensigns and burgees for an enormous number of organizations. Approximately 9,500 accounts are maintained in the selling of Annin products. Of these around 2,000 are continually the most active.

In his office at Verona, Stuart W. Cook, controller, explained that from the beginning of the year until the beginning of March, billings for Annin flags run anywhere between 100-200 invoices per day. "But around the beginning of March," Mr. Cook said, "activity begins to build up until just before Memorial Day, when it reaches the peak for the year. At this time our personnel often comment that they feel as though anything can happen. This is, of course, because Memorial Day, Flag Day and the Fourth of July occur in successive, short intervals and practically every order is a rush for delivery before Memorial Day." During this peak period, three Burroughs Billing Machines are used to handle the volume of invoicing work. At other times during the year, two machines or occasionally one machine is required.

As an order is received, it first is approved for sales credit by Mr. Cook. It then is forwarded to the order department for billing. Miss Ann Zehner, head of the department, dates, numbers, enters the prices and distributes the orders for the billers.

"Some flags," Mr. Cook said, "are sold by the gross only; others by the dozen. Some, such as flags requiring hand tinting and lettering, are priced by single units; however, most lines are available in optional quantities. Then too, some

Stuart W. Cook, controller of Annin & Co., in his office at Verona, N. J.

ORIGINAL

ANNIN & CO.

GENERAL OFFICES MANUFACTURING

VERONA • NEW JERSEY

ESTABLISHED 1847 MONTCLAIR 3-0150

CUSTOMER'S ORDER NO	ORDER DATE	DATE RECEIVED	REF NO	SALESMAN	ORDER INVOICE NO	TERMS
H 6718	5-27-54	6-1		W 19 MAIL	T 55190	2% 10 DAYS - NET 30

SOLD TO
A B C COMPANY
1234 MAIN STREET
ANY TOWN U S A

SHIPPED TO

F O B VERONA N J

INVOICE DATE

QUANTITY	DESCRIPTION		PRICE	AMOUNT	TOTAL
7	GROSS APPROX 12X18 IN VERONA BR U S FLAGS MTD #1	GR	17 00	119 00	
4	DOZ APPROX 4X6 IN VERONA BR U S FLAGS MTD #2	DOZ	55	2 20	
				121 20	
		NET			121 20
2	DOZ 4X6 FT DEFIANCE U S FLAGS	EA	9 30	18 60	
2	ONLY 3X5 FT AS ABOVE	EA	6 60	13 20	
				31 80	
		LESS 50			15 90
					137 10

ADD SHIPPING CHARGES AS FOLLOWS | NO. OF PIECES | WEIGHT | SHIPPED VIA: PARCEL POST, AIR PARCEL POST, AIR MAIL, AIR EXPRESS, AIR FREIGHT, FREIGHT, AIR EXP

SPECIAL INSTRUCTIONS

SHIP JUNE 3RD VIA P P

FACTORY ROUTING	DATE	VIA	DATE ISSUED	TYPED BY	CHECKED BY
VER			JUN 3 54	MP	

PKGS	CASES	BALES	CARTONS	TRADE CHARGES	DATE BILLED
POSTED BY RECORD BY	PACKED BY	GROSS WEIGHT	SHIPPED VIA	BILLED BY	
LAID OUT BY	SHIPPED BY	NET WEIGHT	DATE SHIPPED	DRAF ORDER BY	

FORM NO. G-1

All amounts and totals are computed and extended automatically.

orders are billed on net terms, while discounts apply to others. This appropriate information must be shown on the order before the invoice is made up."

In the preparation of bills, the billing machine operator first types in the heading, then indexes the quantity, types a description of the flag and posts the price. The amounts and totals are computed and extended automatically, as is the total of all extensions. Any discount posted to the bill also is figured and printed automatically, without rehandling the gross amount.

The complete invoice is done with fewer keystrokes than ordinarily would be required to type the bill. One keystroke prints the date, others print whole words or abbreviations, and another prints the complete extension of price and amount. One stroke also prints the underscore, and decimal alignment is automatic.

"In terms of speed," Mr. Cook said, "it is difficult to say that an operator can complete such-and-such an average number of bills per hour. Some bills contain only one or two items; others may run into several pages. Some descriptions involve only three or four

keystrokes; others require a dozen keystrokes or two or three lines. The important feature about speed is that the instant the operator posts to the machine the results appear in their appropriate place on the invoice. Speed is limited only to operator proficiency."

Eight copies of an invoice are prepared simultaneously. The original is sent to the customer. The remaining serve as the posting copy, one for shipping, one for the factory, an auxiliary or packing list copy, an assembly copy, a copy for office reference, and another for the salesman.

After an invoice is prepared, the address, quantity, description, and price are visually checked against the order to insure accuracy. The invoice and order are then clipped together, and the copies are ready for distribution.

Annin is the official flagmaker for many organizations, such as the Boy Scouts, Girl Scouts, American Legion and the V. F. W. Pre-addressed forms with special headings are used for these organizations.

In the Annin plant a wooden trough is secured beneath each sewing machine. The trough keeps flags from reaching to the floor—because tradition and law require that no American flag should ever touch the ground."

Ann Zehner (standing), head of Annin's billing department, and Marian Puopolo, operator, at one of the Burroughs Billing Machines which prepares invoices.

Finding Misfiles

UNDER the very best conditions, you will misfile one paper out of every thousand, according to Record Controls, Inc., Chicago and New York filing consultants. When misfiled papers have to be found, the search usually can be shortened if clerks work systematically, using a check list of likely places to look:

1. Look in adjacent folders.
2. Check under other vowels. For name beginning with Ba try Be, Bi, Bo, Bu.
3. For Nance look under Mance and Wance. M, N, U, and W often look alike when handwritten.
4. The paper may be from Boone Co., but try Boane and Beane.
5. An abbreviation such as St. Marie may have been filed under the St's instead of the Sa's.
6. Check for sound. Caine might be Kain.
7. If more than one name is mentioned in the request for material, look under each of these names.

A complete check list would be longer and, to some extent, would have to be tailored to fit your firm's particular needs.

The overall average cost of a misfiled paper is $61.23. This figure was arrived at by Industrial Psychology, Inc., after a seven-year study of filing in insurance companies, banks, savings and loan associations, sales organizations and manufacturers. It includes not only time spent by records personnel but intangibles such as cost of customer goodwill. Records Controls, Inc., says that surveys indicate from 1% to 5% of records are misfiled and half of those misfiled are never found. A misfile rate of 1% is considered normal by most organizations.

That's Not What I MEANT!

HELEN ROUGON

A FUNDAMENTAL management principle states that in any undertaking, large or small, methods and procedures should be reduced to writing, then read and understood by all parties concerned. The job description, a statement of duties for the guidance of the individual employee, tells specifically what he is required to do and indicates the precise boundaries of his responsibility. There is perhaps no stratum of office society where these things are so important as in the proofreading (often called "checking") function. This work is usually attached to the central transcribing unit to see that no errors in the collective mass of typewritten matter—letters, reports, memos, minutes, and so on—ever "get through" to embarrass the company.

In general, proofreaders as such are not engaged by offices in which the written matter is likely to be a one-time affair—when a top copy and several carbons will serve as many persons as will ever have need of the document. Typists check their own, or with each other. It is in offices where the same letter is sent to many clients, where the same report is distributed to many field personnel, that we need the proofreader. The multiple-copy operation is accomplished by making a duplicating master and then running off as many copies as are wanted. When an error occurs, a re-do of the whole process is costly. Here we find the proofreader (most often a woman) and sometimes a troubled, frequently baffled, employee, unless the principle cited above is observed.

Proofreading in the printing and publishing industry is one thing, and proofreading as it is sure to work out in the office is quite another. If an employer *wants* his proofreaders to do precisely what proofreaders do in the publishing business, he should state so very clearly in a job description, and be prepared to take the consequences!

Where books, magazines or newspapers are produced for public consumption on a large scale, we find a concentration of writing talent at work and the proofreader's function is rigid and clear: (1) He is *required* to follow copy. (2) He is *allowed* to question an obvious flaw that appears in the copy because all are human and prone to error. The proofreader, therefore, serenely makes his symbols and indicates his questions, if any, aware that the printer will cope with the former and that the latter will be seen and dealt with by someone having ultimate responsibility for the piece's excellence.

Let us look at the office proofreader—and let's call her a "checker" from now on to avoid ambiguity. With no job description to live or die by, she may plunge into her new job with the notion, "All I have to do is follow copy—that should be easy enough!" But here is the snag. The office writer or author is all too frequently an expert on only whatever he is writing about—seldom is he an expert writer as well. The copy leaving the author's pen is destined to

go a streamlined path directly to the duplicating unit, pausing only to be typed up fast and "checked"—once. Thus our checker, having compared manuscript with typescript and caught all (she hopes) typographical, spelling and punctuation errors, becomes somewhat painfully aware that her desk is a sort of Last Chance for the document: If she fails to change those *other* errors, the ones involving meaning, syntax, tense, double negatives, or whatever—the ones *she* is not authorized to change under the strict meaning of proofreading—then nobody will. The errors will appear in print, in other companies' offices, far and wide.

The originator of the material may be an upper eschelon staff man, a very capable researcher, very weak in sentence structure and, for all she knows, very short of temper. To change his copy and make it right (even if she can cite chapter and verse in her reference books to support the change) would be a kind of insubordination. To call and question the point would be to challenge a V.I.P., clearly a violation of protocol. Yet, to wash her hands of it (after all, it's *on* the copy!) would be an abandonment of integrity and treasonable to the company's best interests. Many of the errors, without the original to refer to, will appear to be her own oversights, not the author's built-in ones.

What to do? What, indeed, but add checker's neurosis to the list of known occupational diseases. Or seek a remedy. Thus we return to our original premise, that a definitive and workable job desciption is needed. Also needed, that important statement of method to be written down and understood by every person involved.

Shall the plate or stencil, all ready to roll, be returned to the author for a final check? The checker makes the finished plate mirror the original in every particular. Then, if she is still haunted by the thought that something monstrous is being overlooked, she need only indicate the spot by a tactful question-mark in the margin. This method is slow, but it places the baby squarely on the doorstep of its father.

The only alternative, a faster and better system for offices, calls for a far broader job description. If there is to be no return of the typed master to its author for a final inspection, the checker must, in one reading, telescope with her routine duties those of an editor as well and try to see objectively how the end-product is going to look to the ultimate consumer. Her job description must then embody another cardinal management principle: "Whenever responsibility is assigned, it must be balanced with an equal amount of delegated authority." If your firm rejects the straight follow-copy, professional style proofreader and settles instead for the package-deal checker who is willing to watch for all sorts of errors, then all writers must be prepared for the occasional revision of their deathless prose, when due reference to source books and consultation with other checkers makes such revision patently advisable. On the other hand, and this should be written into the policy statement, the checker must understand that she is not to arbitrarily re-write anything already acceptable to meaning and grammer simple to display her own erudition. She must be ready to forego a lot of fussy fine points of effete usage, bearing in mind that industrial writings are not intended to be literature. She will leave the author's work exactly as he wrote it whenever he writes it well enough in good English with no doubt about what he meant to say.

There can be cooperation between the writers and the checking team in your office if, on the one hand, writers are glad to have any mistakes caught; and on the other hand the checkers do a conscientious job without becoming drunk with power. Conversely, there can be a deplorable war of attrition between departments if management takes the attitude that everything it says goes, and checkers retaliate by letting some frightful fluff "go." There is nothing more de-

moralizing in a heterogeneous office than intellectual snobbishness aimed at the plain people who do the routine work; while nothing can so quickly correct the idea that management is a stuffed shirt than for management to admit that its written English is as subject to correction as anyone's. But it is!

Let me illustrate this with a handful of errors that have come from the desks of the mighty:

"The late chairman of the board will be interned Friday at Greenview."

"When emotion enters [speaking of labor relations] reason exists."

"The levels of management may be charted like the feet above sea level on a topical map."

"The incidence of early breakdowns in top management men is so great that programs of executive conversation have been instituted."

". . . the controller, allocating disposal income."

". . . in the matter of records retension."

"The situation calls for unusual incite into motivations."

Some of the above represent carelessness or haste, some are simple illiteracy. However they occurred and I could no more have let them go out under the company's letterhead than I could fly. May someone do as much for me when I write something that is plainly wrong.

I seem to have drawn a picture of a real scholarly checker valiantly trying to stem a running tide of ignorance flowing from a lot of low-brows the company has somehow hired to do its writing! Needless to say, it's nothing like that at all. Actually, the source of written material is likely to be college trained, very able at assembling, annotating and documenting his work, having a genuine facility with words in conversation and probably in short, routine letters, but likely to bog down under the sustained effort of putting into writing a long exposition of a special subject. Again, the typical checker is quite possibly only a high school graduate with a fairly wide frame of reference derived from experience, independent reading and a natural affinity for language. She may have some college training, but a degree would be unlikely since it would have qualified her for a better job; and undesirable since it would tend to make her overpedantic in a situation calling for common sense and much tolerance.

Between these two, management would do well to establish a kind of *entente cordiale*. Set up your proofreading unit in a quiet spot where a certain detachment may be achieved. Inform your writing people that their work is subject to minor revisions, or even to return for the rewriting of passages that are too complex. Provide your checkers with the best reference books your budget can afford, so they can make necessary changes with a confident hand and no need to call the attention of the writer to every error. Equip them with an intercom telephone, so that where a technical but ungrammatical phrase is involved the stumped checker may call and diplomatically ask advice on realigning the words, and not have to depend on the intermediary of a supervisor who might say, "Our checkers say this sounds all wrong; do you want them to change it?"

In other words, make your checkers understand that they are reading the work of qualified, highly competent people who are turning it out under pressure which inevitably begets the errors of haste and distraction. Make your writing talent learn to respect the thinking and appreciate the help of those who take constructive pride in a well presented output of reading matter.

Last month the United Press reported that a judgement of $1750 was awarded to a female worker in a Memphis, Tenn., office because she injured her leg against a desk when she became frightened. The office manager where she worked had waved a dead mouse at her.

Duplicated Direct Mail Outpulls Fancy Pieces

A MIMEOGRAPH has become an extra salesman for Holland Chevrolet Co., Chevrolet dealer in Monticello, Ga. It produces locally-prepared direct mail which is proving far more effective in bringing in customers than factory designed mailing pieces, according to D. W. Parrott, assistant sales manager of the firm. The company reported to A. B. Dick Co. that it has found three ways in which its own mailing pieces are superior to factory promotions.

1. They are timely. Factory pieces were not flexible enough to fill immediate promotion demands.

2. They are written for the company's own public, the rural trade in Georgia's Jones and Jasper Counties.

3. They are less expensive in terms of results.

The firm started preparing its own direct mail early this year as a casual experiment, Mr. Parrott related. The first advertising was produced by Jerry Smith, of the McClure-Baldwin Co., A. B. Dick distributor in Macon, Ga., to demonstrate the machine. It was mailed on a "nothing to lose" basis simply to see if mimeographed sales pieces were worth the time it took to prepare them.

Within five days three trucks were sold as a result of the mailing and home-produced direct mail advertising has continued to pay off ever since, said Mr. Parrott. One big advantage, he explained, is that the firm can protect weak spots as soon as they appear.

Using drawing guides to prepare an attractive duplicating stencil.

"If our body service business is slow, we promote service at once. When we relied on direct mail from the factory, it might advertise new cars when we needed to push service business intensively. The mimeograph gives us the speed we need," he continued.

Another advantage is that local appeal can be put in the firm's direct mail advertising. "We approach our prospective customers in language they use," Mr. Parrott said. "In Monticello, for instance, we never lubricate an auto. We grease it." Finally, the mimeographed direct mail, produced at a cost comparable to factory prepared advertising, brings better results.

Holland Chevrolet also has had an opportunity to compare results from mimeographed direct mail with those from local newspaper advertising. A spring car-polishing special, with a premium offer, was promoted this year by direct mail. The response tripled that of 1953 when local newspaper advertising was used to promote the same special.

Even though the cost is low, the quality and readability of Holland's mailing pieces are excellent, Mr. Parrott declared. He or his secretary spices up the pieces with drawings, hand-lettering and shading, which they do on a Mimeoscope illuminated drawing board, which facilitates hand work on stencils. Material is produced on an A. B. Dick electric mimeograph. He schedules mailings twice monthly to 3,000 to 5,000 persons. Copies for such mailings can be produced in 20 to 30 minutes from one stencil.

Plants' Paychecks Go by Wire

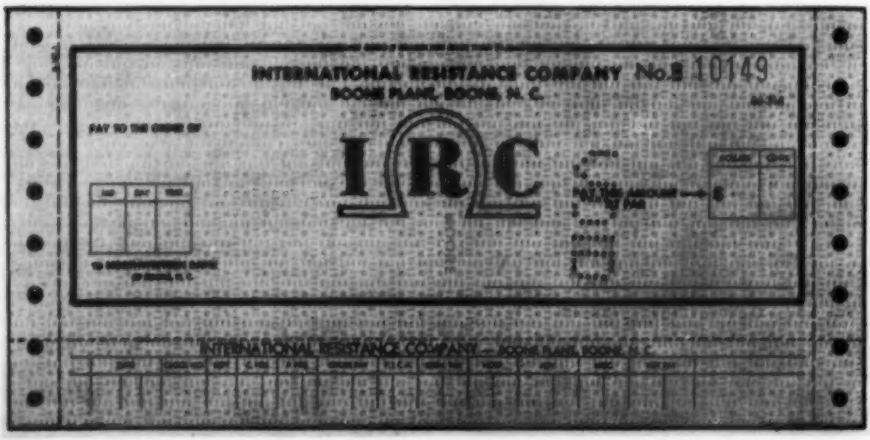
A SYSTEM for the preparation of payroll data at the main office and the automatic writing of paychecks at branch plants has speeded payroll operations of International Resistance Co. of Philadelphia. The system, which makes use of tabulating cards, punched tape, Teletype machines and Moore continuous interfolded marginal punched checks, was designed by Sherman Whetstone, systems department manager of the company.

International Resistance Co., organized in 1925, is the world's largest manufacturer of electronic resistors. Their wide range of resistors covers all fixed and variable composition and wire wound types. They also manufacture rectifiers, hermetic seal terminals and other allied electronic components. Headquarters and main plant are in Philadelphia. They have four branch plants and they operate internationally through foreign licensees. There are 17 sales offices in the U. S.

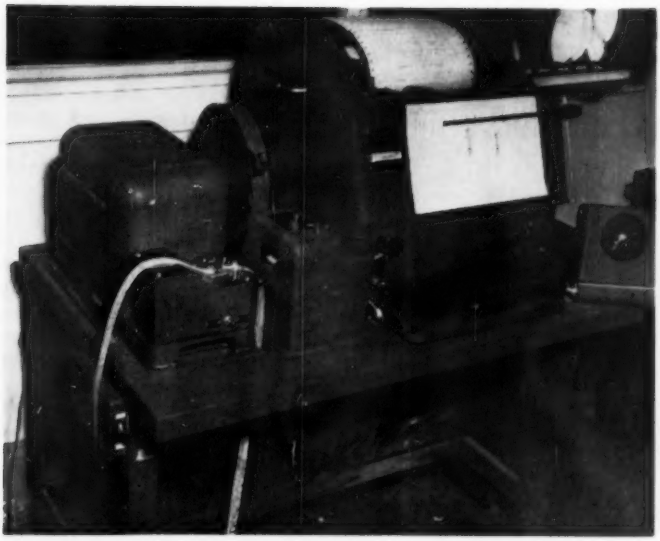
In the past, payroll checks were made up in the main office and mailed to the company's two branch plants in Asheville, N. C., and Boone, N. C. Payroll data was punched on tabulating cards and paychecks for each plant were made up from these cards. The completed checks were signed and mailed to each plant for distribution to employees. This method of sending negotiable signed checks through the mail entailed a risk of loss and the possibility of the checks getting into improper hands. Any delay in mail delivery at the plants prevented distributing the checks on time. The impending change to incentive pay basis would have further slowed the preparation of the checks in the main office.

To overcome these problems, Mr. Whetstone developed the following procedure which has proved highly successful with their branch plant payroll operations:

The same tabulating cards are used for payroll distribution. The cards are put into an IBM 063 card-to-tape machine which punches a 5-channel tape of all required payroll data. The tape is then fed to a Teletype which has a tape punching-reading device attached to it. Payroll data is transmitted to the branch plant and at the same time the Teletype machine in the main office types out a continuous payroll register.



Payroll check used by International Resistance Co. is a Moore continuous form.



Payroll data is transmitted automatically by Teletype from the main office to the two branch plants. Machine is reading the 5-channel tape (at left) and typing a payroll register (at right) while data is simultaneously being received by branch plant (see below).

The receiving Teletype at the branch plant automatically types the individual payroll checks and check stubs for each employee. Checks, specially designed and manufactured for use with this system by Moore Business Forms, Inc., are continuous interfolded and marginally punched. A pin feeding device on the Teletype advances each check automatically by means of the marginal punched holes on each side. The marginal punched strips are then detached, the checks signed and separated and then distributed to employees.

Among the advantages the company has found with the new system are that checks are received at the branch plants almost as soon as the tape is ready at the main office. It used to take up to three days to write and mail the company payroll checks. Now the payroll for both plants is handled in about two hours. Teletype transmission has avoided the necessity of hiring additional personnel to meet schedule requirements.

Checks are signed in the branch plants to prevent the possibility of a signed check getting into improper hands or of signed checks getting lost in the mail. A payroll register is made up automatically during the process of transmitting the payroll data by Teletype from the main office. It has eliminated the need for separate payroll departments in each branch plant.

Writing payroll checks at the branch plant is done automatically by this Teletype machine which receives the information transmitted from punched tape in the main office (see above).

Mechanized Mailing Cuts Costs for Magazine Publishers

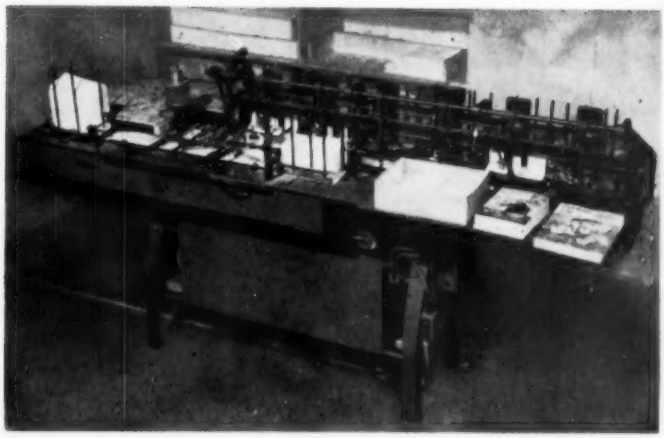
SIDNEY SHEPHERD

ONE of the nation's oldest publishers, Popular Science Publishing Co., depends greatly upon the nation's mail service. For almost four decades they have been publishing *Popular Science Monthly,* the handbook of the handyman which was founded in 1872. They also serve the hunter, fisherman and trapper with their other publication, *Outdoor Life.*

For all the great adventures indoors and outdoors by craftsmen and sportsmen, readers are reached by Popular Science Publishing Co. through the services of the mailman. Not only are more than a million copies of both magazines carried monthly through second class mail, but there are hundreds of thousands of other pieces of company metered mail. The firm has mechanized and modernized its mailing department which does individual jobs ranging from 3,000 to 100,000 pieces of mail for its magazines, books, and subscription and promotion campaigns. This department is the heart of a compact yet diversified series of operations which encompass all aspects of preparing mail—from printshop through mailroom.

Large lots of paper, received directly from the mill, are cut into leaflet, letter and standard sizes by a heavy Diamond paper cutter. Two arms' lengths away this paper is fed into machines such as Multilith, a Webendorfer and a Davidson offset, or one of three Multigraphs. Out of these machines comes a stream of folders, flyers, letters, leaflets, return

Envelope and enclosures for a typical Popular Science mailing. All are inserted automatically by machine.



One of the Inserting and Mailing Machines used by Popular Science Publishing Co., New York.

post cards, and other matter which eventually will find its way into the U. S. Mail.

After the paper has been cut and printed into finished forms, it is folded by one of two machines which can straight fold about 10,000 to 12,000 sheets, or cross fold about 20,000 sheets hourly. Meanwhile, as activity is being carried on simultaneously in the cutting, printing, and folding areas, there's yet another world of work being done in the addressing room. Here is an up-to-date installation of equipment comprising five Teletypes, which punch subscribers' names and addresses into perforated tapes. These paper strips are fed into one of six automatic Graphotypes which emboss metal address stencils with subscribers' names and addresses plus other pertinent circulation data. Three manual machines perform similar work, without the use of tapes. Once the stencils have been prepared, they are fed into one of six Addressograph Speedaumats—four Model 2600's which address about 5,000 letters and envelopes hourly, and two Model 4100's which address from 10,000 to 12,000 hourly.

In a sense, operations in the stencil room parallel those of a sub-assembly line in a factory. Envelopes and self-addressed forms (for window envelopes) are prepared in the stencil room while elsewhere paper is being printed for envelope inserts, and actual mailing operations are being completed.

Popular Science Publishing Co. uses two Inserting and Mailing Machines, made by Inserting & Mailing Machine Co., Phillipsburg, N. J., which provide the fast, mechanical, automatic steel fingers and arms that handle about 40,000 pieces of promotion and subscription mail during each 6½-hour workday. These are two Model 12A units run by two operators and one helper. One machine, purchased on April 19, 1949, proved so valuable it was augmented by a second unit on May 1, 1952. Only lack of space in their print-shop-mailroom area keeps the company from adding a third machine.

Both Inserting and Mailing Machines perform the work of a final assembly line. Each is a six-station unit which utilizes from three to six of these stations to handle as many printed inserts as are required for an individual mailing. A typical five-part mailing comprises: (1) announcement of increases in magazine price, yet offering a last chance to renew subscription at old rates; (2) business reply card; (3) business reply envelope for subscription renewers who prefer sending payment rather than being billed after merely returning the card; (4) covering letter;

(5) postage prepaid envelope, into which the foregoing four enclosures will be inserted mechanically.

In some instances, envelopes have meter indicia pre-printed, along with the company name and return address; in other cases, a Pitney-Bowes postage meter machine is used to imprint required postage or, if desired, the Inserting and Mailing Machine can imprint an indicia to cover postage requirements.

Were it not for their two Inserting and Mailing Machines, an expensive bottleneck could impede Popular Science Publishing Company's flow of printed forms, envelopes and inserts which easily might develop into an uncontrollable flood. H. H. Essel, who is in charge of these mailing operations, states that both "machines were bought specifically to handle increased volume which would have been impossible to prepare by hand inserters in the small space at our disposal."

All told, the company feels that these machines have saved about 50% in cost when operation costs are compared with rates charged by outside lettershops. Moreover, Popular Science can control the ebb and flow of all the printing and mailing operations carried under its own roof. Still, a sufficiently large share of this work is handled by outside lettershops.

Once the envelopes and inserts have been mated and wedded by the Inserting and Mailing Machines, the neatly stacked envelopes are brought to the mailroom where they are sorted according to geographical areas or other categories, run through the postage meter if not already covered by metered mail or printed indicia, then tied by Bunn tying machines, and finally carted off to the post office where the mailman is the middleman between the magazines' producers and their present and prospective readers.

J. C. HODGES
NOMA President

NOMA Conference Held in Toronto

FLOYD GUILLOT
1st Vice President

MORE than 1700 members from all parts of the U. S. and Canada registered for the annual conference of National Office Management Assn. which was held May 22-26 in Toronto. This was the first NOMA Office Equipment and Machinery Exposition to be held in Canada and displays occupied 19,000 sq. ft. in the Mutual Arena. Special balconies were constructed to expand the exhibit space.

J. C. Hodges of Montreal became the third Canadian executive to be elected president of NOMA. Mr. Hodges is manager of the suggestion bureau and general secretary, cooperative movements, for Canadian National Railways, and succeeds Ralph G. Sinn of Detroit who was elected a national director.

Floyd Guillot, treasurer, Industrial Finance & Thrift Corp., New Orleans, was elected 1st vice president. F. G. MacIlroy, western division manager for SoundScriber Corp., San Francisco, was elected a vice president for a one-year term. Elected to two-year terms as vice presidents were R. F. Prinz, director of personnel, western home office of Prudential Insurance Company of America, Los Angeles, and F. A. Schultz, per-

some like

Burroughs®

TEN KEY

some like

Burroughs

DIRECTOR

Full Keyboard

so why not

TRY BOTH

in your office?

When you think about adding machines, think first about Burroughs—the oldest name in the business.

Burroughs

Our local dealer or branch is listed in the Yellow Pages. Burroughs Corporation, Detroit 32.

A view of some of the exhibits at the annual NOMA conference in Toronto.

sonnel director, Unity Life & Accident Insurance Assn., Syracuse, N. Y. Directors elected at the Toronto meeting were: R. B. Hodges, production planning division manager, Dennison Mfg. Co., Framingham, Mass.; Walter Camenisch, Sr., president, Walter Camenisch, Inc., Philadelphia; Powell Thomas, vice president and secretary, Montgomery & Crawford Co., Spartanburg, S. C.; J. H. Jackson, manager, inventory administration, Canadian Westinghouse Co., Ltd., Hamilton, Ont.; E. L. Hamilton, office manager, Armco Steel Corp., Middletown, Ohio; F. G. Rodgers, assistant vice president, Trust Co. of Georgia, Athens, Ga.; J. C. Staehle, director of industrial relations, Aldens, Inc., Chicago; L. M. Collins, educational consultant, International Business Machines Corp., Dallas; D. B. Southern, personnel director, Employers Mutual Casualty Co., Des Moines; T. H. Gloyer, secretary, Blake, Moffitt & Towne, Seattle; E. C. Lee, district office manager, Industrial Products Division, Johns-Manville Sales Corp., San Francisco.

NOMA officers and directors. Front row: F. A. Schultz, A. B. Porter; Floyd Guillot, 1st vice president; J. C. Hodges, president; F. G. MacIlroy, R. F. Prinz, H. I. Seeley. Middle row: Walter Camenisch Sr., D. B. Southern, William Aitken, Emma C. Lee, R. G. Sinn, F. G. Rodgers, W. H. Evans, executive vice president. Rear row: Powell Thomas, R. B. Hodges, J. H. Jackson, G. S. Mayo, L. M. Collins, T. H. Gloyer.

"Offsetting" (ink from a freshly printed sheet smearing onto the back of the next sheet) is generally caused by two things

1. Improper inking conditions
2. Improperly sized paper

Both can be corrected. And all you have to do to prove that properly sized paper can make a whale of a difference is to try Eastern.

Eastern Papers are made by a modern method of *continuous sizing.* This means every sheet has just the right amount of sizing to "drink in" just the right amount of ink.

With the right ink and an Eastern Paper, engineered for your machine, every copy of every run will be clear, clean . . . and a showpiece of office duplication.

Available in cut sizes in Atlantic Mimeo Bond, Atlantic Bond and Atlantic Duplicator — all with a wide variety of attention compelling colors — and Atlantic Opaque in brilliant white.

Write or phone for sample packets or sheets for your mimeograph and other office duplicating equipment.

ATLANTIC BOND *Business* **PAPER** EASTERN

MADE BY EASTERN CORPORATION • BANGOR, MAINE

Begin with a Big Electronic Computer

RODDY F. OSBORN
Consultant-Budgets, Controller's Staff, Accounting Services Div., General Electric Co., Schenectady, N. Y.

(When he prepared this paper, the author was Manager of Business Procedures in General Electric's Major Appliance Division at Louisville, Ky. This paper is copyrighted by the author.)

ELECTRONICS is a subject of great interest, but considerable confusion faces the executive who wants to determine the feasibility and practicability of utilizing computer equipment. We chose to attack the problem with an open mind, proving each step in a master plan as we progressed. The most common fallacious rumors being circulated today which discourage business executives are:

"You have to operate a computer 24 hours a day in order to show savings."

"High operating costs of computers make business use prohibitive."

"Only large organizations can afford computers."

"Industry surveys indicate that computers are not practical in business applications."

In due time, we found each of the above to be false. In fact they showed up as out-and-out misconceptions.

Our investigations have shown that a high speed digital computer can be operated on even less than a single shift basis and still return substantial net savings to the users. A computer does not have to be kept busy 24 hours a day any more than any other equipment has to be used full time. We don't refuse to purchase an automobile for personal use simply because it is operated only 2 or 3 hours a day driving to and from work and stands idle 90% of the time.

It is not the number of hours of use that is important, it is the cash savings in measurable dollars effected through the use of the equipment. In our own installation we reach the break-even point when the computer is used an average of only two hours per day. In computing the break-even point, savings were evaluated only in terms of salaries, space rental and equipment depreciation applicable to those clerical jobs eliminated in four limited prosaic applications. No dollar value was given to such intangibles as more prompt reporting, the ability of management to make more informed decisions quicker, reduced investment in inventory, etc. Had these factors been included, a break-even point could be reached with fewer applications and less computer time.

We believe that electronic computers can be operated by comparatively small industrial organizations. We figured that ours would pay its way in our initial applications when we have only 5,000 employees in our five operating departments at Louisville and used the computer about ten hours a week. Since computers can be operated continuously seven days per week our initial applications could be increased a dozen-fold. These increased applications would substantially reduce the employment level at which break-even would be reached, although not necessarily reducing it twelve times.

We believe that within a decade certain organizations with as few as 500 employees will be able to afford to rent a computer at today's prices. At some

time in the not too distant future, we expect to use a large scale computer effectively in each of the five decentralized departments at Louisville.

To a large extent business management is self-confident in the belief that punched cards represent the ultimate in office mechanization. Recent studies by independent consulting firms, however, indicate that certain highly mechanized punched card systems can be converted to tape processing systems at very substantial savings. Punched cards undoubtedly will continue to be a very vital element in office mechanization, but their role will probably be limited to input and output media for tape processing systems. To be smugly content that a highly mechanized punched card system is the best that can possibly be achieved is perhaps courting disaster.

Initially, the computer at Louisville was to be utilized for the routine tasks of handling payroll, material scheduling and inventory control, order service and billing, and general and cost accounting. There is nothing new in the basic material that is fed into the Univac; the difference lies in the fact that it is handled in a fraction of the time with a minimum of human labor.

In our initial program we intentionally included applications appealing to all functions:

For *financial* we offered a payroll system, and general and cost accounting.

For *marketing*, an order service and billing system.

For *manufacturing*, a conversion of the material scheduling and inventory control procedures.

For *engineering*, the plans were not so definite since most computers had already been used extensively to solve engineering problems.

With this program we offered a service and the opportunity for improved operations across the board. We conducted several seminars to acquaint management further with the equipment, both as to the way it operates and as to its potential uses.

To explain how electronic computers could effect savings by replacing clerical workers or preventing the hiring of additional clerical help, we presented the following concepts:

1. Tape equipment provides automatically sequenced operations. Herein lies the opportunity for personnel savings. Tabulating equipment performs limited operations on each machine and accomplishes the desired result when manned by crews to transport cards from machine to machine. Not so for tape computers. Once all steps have been enumerated and programmed, the computer can follow them automatically and rapidly without human intervention. This permits the inclusion on the instruction tape of all of steps required to perform the work at hand.

2. Exceptions can be routinized. No longer is it necessary to have them segregated to be processed manually. With properly coded instruction tape, a computer can handle all operations, including routinized exceptions.

3. The speed of computing is perhaps of tertiary importance only. Speed of

GUIDEPOSTS IN PLANNING AN ELECTRONIC COMPUTER INSTALLATION

1. Employ a competent consultant.
2. Limit areas of initial application.
3. Choose areas containing high routine clerical effort as well as present tabulating equipment applications.
4. Use the concept of a data processing center.
5. Limit equipment review to complete systems available, or soon to be available, from reliable manufacturers.
6. Get a system—not just a computer.
7. Avoid a cumbersome superstructure of clerical controls and error correction routines by using a computer system which has adequate checking devices built into it.
8. Start with the most versatile and most expensive equipment and work down.
9. Select the right person to head the program and make ample, capable systems and procedures people available for the required time.
10. Sell management on this practical approach.
11. Interest management and supervision in the possibilities of improving operations in long-range, well integrated plans to be developed and installed.

computations, coupled with the ability to routinize exceptions and perform sequential operations, makes possible the mechanization of new areas, utilizing advanced statistical methods, techniques of linear programming and operations research.

We asked all managers and supervisors to review the areas of their respective operations and search for activities in which high speed data processing could be helpful. We suggested that they report all possible applications for consideration until proved impracticable.

Our master plan was designed to solve department problems by (a) minimizing the problem of communication among all functions of a department and among departments of the division, (b) permitting maximum use of common input and output data, and (c) minimizing the number and complexity of reports. It coordinated the four initial prosaic applications already mentioned, certain sequential applications that our experience indicated as the logical next stage (budgeting, assembly-line balancing, machine loading, production control, and sales analyses and forecasting), and the further, long-run applications which we asked the managers and supervisors to search for and report to us.

Our four initial applications represent essentially a conversion of present procedures to the computer system. Certain improvements are being incorporated into the system, but the input and output are basically unchanged.

1. The *payroll* application provides for computing incentive pay, gross pay, deductions, and net pay for approximately 12,000 employees, and preparing the distribution to appropriate cost accounts. These operations require about two hours of computer time per week. Results are written on magnetic tape to permit the printing of pay checks, payroll registers, personnel reports, and cost accounting entries which are handled on the high-speed printer in less than four hours weekly.

2. *Material scheduling and inventory control* involve the "explosion" of a production schedule into detailed material requirements by days and weeks for any given period. Inventory balances are maintained by posting receipts and withdrawals daily. Open orders on vendors are recorded and adjusted daily. Proposals to change production schedules can be analyzed to determine the extent to which they can be satisfied by present inventories and inventory commitments.

3. The *order service and billing* appli-

Supervisory control panel of a Remington Rand Univac.

cation processes orders received from distributors to prepare shipping schedules, combines less than carload orders on single departments into consolidated car shipments, and prepares invoices, sales and cost of sales accounting entries.

4. The *general and cost accounting* application uses the output from the other three: cost distribution, sales and cost of sales entries, etc., as input to be combined with other accounting entries to produce the general and special ledgers, reports, balance sheets, and profit and loss statements.

The computer can be used to make prevaluations of management proposals. After management decision, selected plans can be expanded into the actual paperwork required to run the factory, order material, schedule machine loading, etc.; comparing actual production with revised plans; making revisions as required.

Using common source data, the integrated system permits a feed-back of current information into the revised plans under consideration. In a budget application, last week's information on labor variances and material cost variances can be used to project the financial consequences of management proposals; integrated budgeting for the future. For the first time, an opportunity to start accounting for the future! We hope to be able to plan *"tomorrow's action today* using *yesterday's data.*

Coupled with the production control and inventory control applications—disclosing the factory effect and inventory consequences of proposals—this should give management the opportunity to adjust and coordinate selling effort and factory effort for maximum effectiveness. Properly handled it should help us to make the right appliance and deliver it to the right place at the right time. The possibilities for improving operating results stagger the imagination.

Originally all of our work had been devoted to the programming of the initial and sequential projects. As these neared completion, efforts were devoted to the hundred odd additional applications suggested by our division personnel. These include:

1. Other aspects of *production* control including the optimum scheduling of materials, machine utilization and labor loading.

2. More complete *long-range sales forecasting* which will correlate existing but inadequately used data such as new family formations; disposable income and the level of employment; our models and prices compared with our competitors' models and prices; and the availability of electricity in new areas and the number of new homes wired for electricity.

3. The design of improved methods of *forecasting trends* in: (a) the market place; (b) the labor market; (c) the supply of materials and tools; (d) the economics of the country as a whole, etc.

4. The design of procedures for *decision making* under uncertainty; minimizing present risks and permitting future ventures on a calculated risk basis.

5. The design of an implementation of systems for *flow of management information,* including the perception, communication, analysis and presentation of pertinent data for decision making; a sifting of the facts of the business segregating the important from the unimportant, the unique from the prosaic; automatic comparisons with preestablished standards and ratios which are adjusted as changing conditions require.

6. The translation of management decisions into *optimal action programs.*

7. The *measurement* of actual performance against prescribed standards.

With these concepts of the computer as a management tool the revolutionary aspects become apparent. Management by exception becomes practicable. Accounting emphasis is transferred from historical reporting to accounting for the future. Management for the first time is able to use all the productive facilities placed at its disposal at maximum effectiveness.

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in computer philosophy is the limited perimeter approach. Get down to brass tacks by concentrating first on the smallest possible areas in which savings can be equated to computer systems cost. Select those areas having large amounts of clerical and routine effort and tabulating equipment rentals. This limiting of the initial applications will permit completion of a survey and a decision on the possible installation of the computer within a reasonably short period of time. Perhaps more important, the results are more comprehensible to profit conscious management who might be totally uninitiated and uninformed in electronic computer systems.

The benefits of an initial limited perimeter computer installation can be best pre-determined by conducting a comparative study of existing operating procedures and computer processing of the same applications. Evaluate possible savings in terms of: salaries, fringe benefits of clerical workers to be displaced, and the related costs, if recoverable, of occupancy and furniture and equipment depreciation costs.

Obtain valid figures on the cost of rental or purchases of computer equipment. Include in the survey report sufficient initial application areas to reach a break-even point; enough to convince management that a computer system can pay for itself in terms of direct dollar savings (people off the payroll).

The details of conducting the economic survey are too voluminous to be included here but consist principally of:

1. Determining the routine clerical work and tabulating rentals in selected areas.

2. Determining which of these operations can be performed by the computer.

3. Determining the equipment requirements and cost.

4. Planning the proposed computer runs.

5. Evaluating savings and operating costs.

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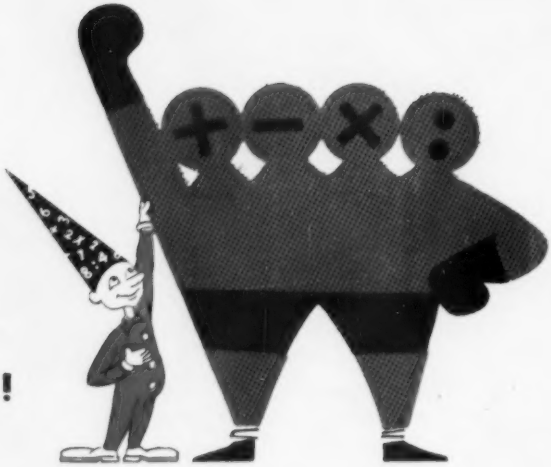

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practical. We decided to start at the top of available computer equipment, capacity-wise and price-wise, and then, if this could not be economically justified, to work down. We chose to look first for the most versatile data processing system, not just the cheapest computer which could handle the initial applications. By acquiring the most versatile computer system economically justifiable, growth possibilities of future applications are unlimited.

We restricted our review to complete systems—not just a computer alone—insisting on a high speed general purpose alphanumeric (capable of processing figures, alphabetic letters and other symbols) tape computer but only when available as a part of a system which included adequate input and output devices all available (or soon to be available) from one company. We needed a *complete system*, guaranteed to operate as a system.

At the time of our review and decision in the summer of 1953, we limited our review to the Univac system available through Remington Rand and to one other system from a different but equally reputable manufacturer. At that time six Univac computers had been in government service, the earliest since 1951, while the other system was not yet available.

The four initial applications were planned and flow charted. Operating times were calculated for computer, input and output devices, both for normal operations and critical occasions when deadlines for daily, weekly, monthly and quarterly operations all fell on the same day. We limited consideration and evaluation to hardware currently on the market and eliminated that still on the drawing boards.

Don't wait for next years' model when savings and experience can be gained by utilizing what is presently available. By using the best that is available today great benefits can be obtained and, when technological improvements warrant, the earlier model can be replaced. It is possible to rent computer equip-

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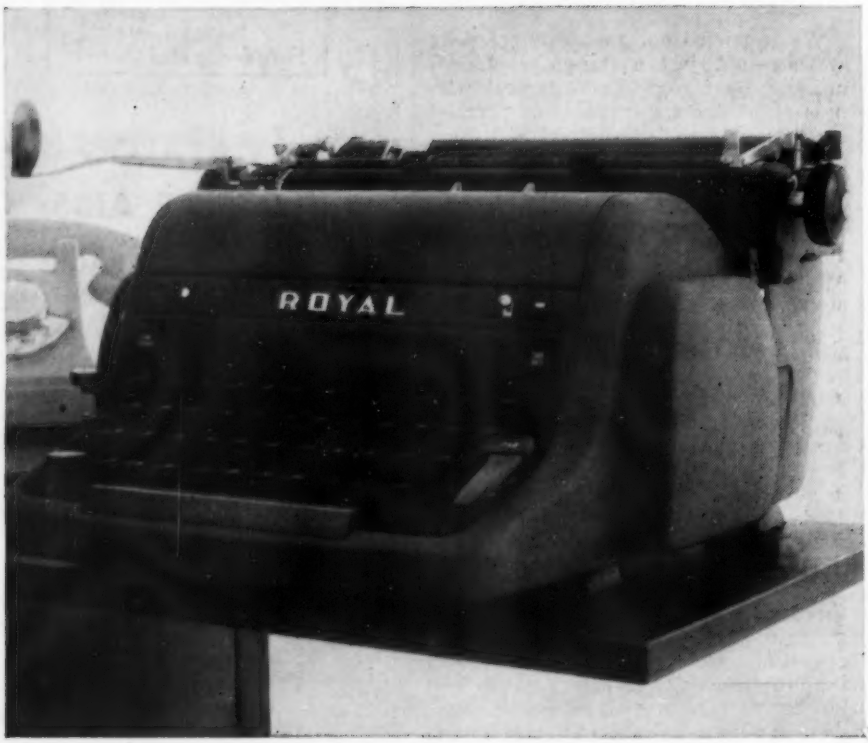

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ment (and even rent with an option to buy) leaving a path open for a change to better equipment should it later become available.

Since our initial applications required only ten hours per week (20 hours per week at full employment when the Louisville plant is completed in 1956), and since reports from other users indicated that their Univac had been operable more than 100 hours per week, we felt sufficiently protected to undertake day-to-day operations. Since all Univacs are identical, we had the possibility of performing our work on a sister machine in Washington, New York and other areas in the event of a major emergency. (Needless to say, when other manufacturers get more of their computers in operation, similar protection could be available to purchasers of their equipment.)

If we had been limiting our plans at GE to the areas of initial application, we might have considered groups of smaller machines. Even so, we should have needed five such systems, and the cost of the equipment and the necessary personnel to operate it were found to be approximately the same as our system and its personnel. Mechanization, of the initial areas was only an immediate objective. As indicated, our ultimate goal is that of the integrated, long-range, management tool approach. In one department alone, the management problems already proposed for handling would keep a Univac busy 24 hours a day and most of them appear to be beyond the scope of lesser equipment.

At Appliance Park we sought top approval to the extent of asking for the necessary funds only when we felt sure that we had what those responsible for appropriating the funds would want:

The understandable concept of converting simple areas to computer operations without disrupting the existing office or factory procedures.

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proximately $500,000 when construction would be completed and full employment attained—just on the basis of the four standard applications proposed.

The opportunity eventually to handle many further applications, since the proposed applications would use the computer only half of one shift even after the plant was going at full blast.

Although we knew there would be intangible, but nevertheless real, benefits that would also naturally follow, we did not include applicable dollar values in our report to management. Our top executives must have appreciated the values accruing from error-free operations, more prompt reporting of information, and the ability of management to make more timely and informed decisions. The request for the appropriation of approximately three-quarters of a million dollars to acquire the Univac equipment on a two-year rental plan (with option to purchase) was approved by the local appropriation committee, the general company appropriation committee, and the board of directors.

It is obviously appropriate that people participating in the planning and operation of a computer program for general business applications should be experienced employées with an appreciation of the business' problems. We were fortunate in already having in our business procedures section at Louisville a group of individuals who had training and experience in previous systems and procedures, who were familiar with the operation of our business, and who had at least a college diploma and in many cases a Master in Business Administration degree. If our initial applications had included mathematical or advanced engineering problems, it would have been appropriate to include representatives from those groups too.

Out of this group we selected individuals for specialized computer training by means of psychological tests. We were looking for high intelligence, and ability to think logically and reason abstractly. For the leadership of such

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a group we wanted someone with enthusiasm, vision, forsight, energy and an optimistic viewpoint; he should be willing to take risks and to devote his entire energies and thoughts to the task at hand.

Because of the pioneering aspect of the program, we found it wise to employ an independent management consultant firm (Arthur Andersen & Co., Chicago), experienced in computer logic and developments. This firm was particularly helpful in assisting the company group in training personnel, presenting management orientation meetings, and planning for conversion of initial applications. We felt that we should neither expect nor permit computer equipment manufacturers to train or supply all the personnel required.

We chose to look upon the computer as a data-processing machine only. Our business, like most, includes many varied operations. Our Major Appliance Division at Louisville is operated under a decentralized form of management in which five separate departments manufacture a complete line of large household appliances. Size of the departments ranges from 700 employees in the smallest to 7,000 in the largest. Each department has a general manager supported by managers of manufacturing, marketing, finance and engineering. If the computer installation was to be effective, we had to make certain that we did not interfere with the decentralized form of management which has been so successful in GE's various operations.

We emphasized the need to solve *department* problems, particularly the problem of communication between functions of a department. We endeavored therefore to conceive of a data-processing center in which routine clerical work could be performed on data which was supplied to the center and returned to the originating department as soon as it had been processed. It was not centralized accounting or centralized payroll, but rather centralization of the routine "dog" work involved in each of

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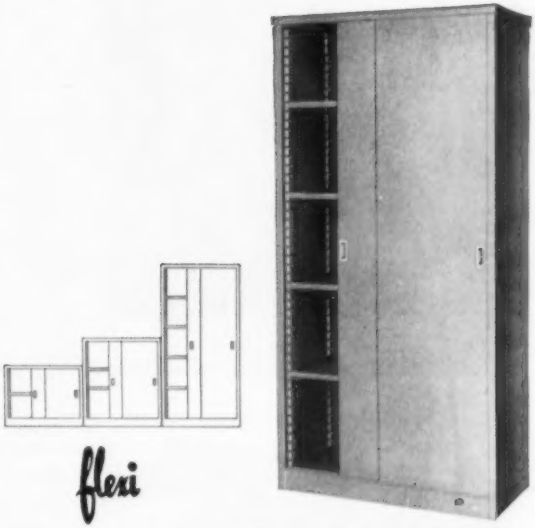

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these operations.

Except for the short time the documents are out of the department for handling at the data-processing center, all data remain in the department, enabling the management of the department to operate effectively. In the case of payroll, all inquiries can be answered by the department paymaster by reference to details of pay computation printed for him and to source documents which have been returned to him. There is no usurping of management prerogatives.

The problem of using magnetic tape as a medium for storing information can be reduced, if not eliminated, by returning all source data to the department and by providing daily printed records of all input and output transactions in a manner which will facilitate ready reference. When management and auditors have acquired confidence in computer system operation and no longer require this information, such printing of all intermediate transactions can be discontinued.

To get the cooperation needed for the success of the system depends, in our experience, on a combination of factors:

The data processing center, acting as Univac's "baby sitter," allows management to forget the problems of computer operation and spend time on decision-making and policy-forming matters.

The limited-perimeter approach of converting a few routine applications initially, and of processing these in the manner of existing systems rather than making drastic revisions in procedures, also encourages cooperation.

The people working out the program (including competent consultants) know business problems and computer limitations. It is their function to get the computer to do what the departments want done.

Orientation meetings and, later, educational sessions on approved computer procedures conducted by personnel of the computer program and the consultants, inspire confidence and coopera-

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tion.

We established a liaison committee in each conversion area. Department management delegated the authority for approval of proposed procedures to this committee. We included on the committee the most informed individuals in the areas selected, but limited the number to three or four people. The committee's function is to approve all aspects of the proposed computer processing in its area, including manual operations, control of documents and procedures prior to processing, and output data and documents resulting from processing. Ideally, the committee should recall all past problems and their solutions and anticipate all possible future problems and their solutions.

Some may say that we are misused the Univac initially. Grant that we may indeed liken this to using a sledge hammer to kill an insect. If the killing of the insect pays for the hammer, who cares? Since this insect is one of many infecting business with the strangling, choking, paper-shuffling that stifles growth, cripples the effective use of the more productive efforts of manufacturing and engineering personnel who have done much to overcome similar diseases in their camps; what is the cost of being without this overgrown insecticide? Remember the death of the first insects pays for the hammer, yet keeps it busy only 20 of 168 possible hours per week. With comparatively "free" use of the hammer for the remaining time, how many other plagues can be wiped out?

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most read by your Business Machine customer!

5,218,623 top executives in Business, Industry and government are being influenced by Facit's 1955 advertising.

To help you—THE DEALER—Facit Inc. is doing a stronger pre-selling job than ever, for Facit calculators, Odhner adding machines, Halda typewriters. More publications! More insertions! Larger space! More color!

AND TO BUILD UP MORE SALES IN YOUR AREA Facit backs you up with:

1. Regional trade shows. **2.** Classified phone book advertising **3.** Direct mail ideas, including folders, blotters, postcards, etc. **4.** Newspaper mats and cuts. **5.** Point-of-sale displays. **6.** Local publicity.

FACIT INC.

404 Fourth Ave., New York 16, N. Y.
114 Sansome St., San Francisco 4, Calif.

Pioneers in business machines since 1884.

FACIT CALCULATORS • ODHNER ADDING MACHINES • HALDA TYPEWRITERS
SOLD AND SERVICED THROUGHOUT THE WORLD

Planned work centers for records too active for file drawers!

Records ROLL . . . to seated operator . . . providing organized work centers that cut record handling costs thru new time and work saving procedures.

ROL·DEX

WATSON MANUFACTURING CO., Inc.
Rol-Dex Division, Dept. F-1
Jamestown, New York

Please send me information about ROL-DEX record units.

Company .....
Name ..... Title .....
Street ..... Zone .....
City ..... State .....

No matter how large or how small your record handling requirements — ROL-DEX is built to fit your needs—and you use your present records—no new forms to buy—nothing to retype!

WATSON (established in 1887) also builds a complete line of filing cabinets and courthouse, bank and hospital equipment.

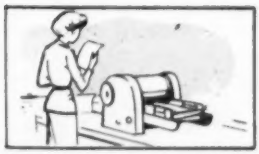
there's a

new look

about

WAUSAU IMPRESSION PAPERS

Lithograph—small jobs or large, lint-free, long runs or short.



Stencil Duplicating—quick-drying, minimum set-off.

Spirit or Gelatin Process—low-cost, clear, sharp copies.

That brighter, whiter look . . . makes WAUSAU IMPRESSION PAPERS more desirable than ever!

There's a WAUSAU IMPRESSION PAPER for each of the three major processes . . . Wausau Bond, Exact Bond, Wausau Ledger and Wausau Opaque for lithograph; Wausau Mimeo Bond and Exact Mimeo Bond for stencil duplicating; Wausau Duplicator and Exact Duplicator for spirit or gelatin process.

WAUSAU IMPRESSION PAPERS are made of highest grade virgin fibre and are crafted to highest papermaking standards. They are accepted as key production papers because of their uniform quality, brightness and ability to accept ink readily and evenly. A wide range of attractive colors is also available.

The complete Wausau Impression Paper line is available nationally through authorized distributors and stationers.

Our 56th Year

®

Artisans of Fine Papers

WAUSAU PAPER MILLS CO.

General Sales Offices

111 W. Washington Street, Chicago 2, Illinois

Mills at BROKAW, WISCONSIN

Member—Wisconsin Paper Group

New Products

ELECTRIC TYPEWRITER

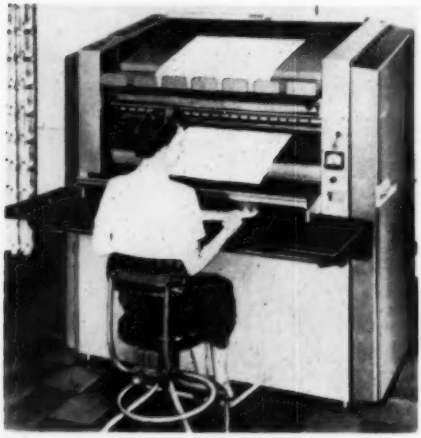
Smith-Corona, Inc., Syracuse 1, N. Y., makes the Smith-Corona Electric Typewriter with complete keyboard control for increased speed and ease of operation. The on-off switch, impression control dial, dual carriage return keys, dual shift locks, tabulating controls, and a full size space bar are all in the keyboard area and within easy reach of the operator. Smith-Corona's exclusive Keyboard Slope scientifically slants the keyboard

and keytops to fit natural finger movements. This eliminates waste finger motions and provides maximum speed of operation with minimum operator fatigue. Keyboard has modern finger-tip keytops molded to the natural contour of the fingertips. They are glare-free and non-slip. An exclusive cushioning action eliminates all jar on the fingertips at the end of each stroke. Keyboard has 88 characters, four more than usual, at no additional cost. Extra keys are at the ends of the numeral row so that standard keyboard arrangement is not disturbed. To increase speed in underlining, automatic repeat action is standard on the hyphen-underline key. This timesaver is available on any or all keys. An exclusive booster accelerates the return of the typebar and adds to the speed. When the hinged cover plate is raised, power is automatically shut off. Ribbon changing and type cleaning can be accomplished without danger of accidental operation. When cover plate is closed, power is restored. Another Smith-Corona exclusive is Page Gage. As an operator nears the bottom of a typewritten page, it accurately indicates in inches the exact amount of paper remaining. With the introduction of this electric, Smith-Corona offers a complete line of typewriters: a Standard and Deluxe manual office typewriter, a Carbon-Ribbon office typewriter, and five models of portable typewriters including the lightweight 9-lb. Skywriter. It also produces adding machines, cash registers and duplicators, as well as typewriter ribbons and carbon paper. The electric has a companion Carbon-Ribbon model. Electrics will be available in five colors and a variety of distinctive type faces.

COPYING MACHINE

Charles Bruning Co., Dept. 72G, 4700 Montrose Ave., Chicago 41, Ill., makes the Copyflex Model 500, a low-cost, high-speed direct reproduction machine for heavy-volume use especially in the engineering, drafting and architectural field. This machine offers a 30% greater speed range, improved print stacking features, trouble-free drive control utilizing selenium rectifiers in place of vacuum tubes, and many features formerly available only in much higher priced machines. The Model 500 sells for $3,250, f.o.b. Chi-

cago, and is equipped with a 4,000-watt quartz exposure lamp. It reproduces prints up to 46″ wide by any length at speeds from 14″ to 40 ft. per minute. The new speed range was selected as the most practical and efficient for virtually all kinds of work and because it does not exceed the average maximum feeding speed of the most skilled operator. Many other new features increase production and provide easier handling by the operator. These include an extra large 24″ x 42″ front delivery tray, a 30″ x 42″ rear tray with adjustable magnetic stops, a patented air-jet device for positive



separation of originals from copies, a footlever which releases stock in the machine when realigning or removal is desired, and an adjustable exposure lamp shield for processing extra-fast-printing originals. Optional equipment at extra cost includes adjustable, multiple-belt print delivery for positive front stacking of various size prints, a motor-driven rewinder for rolling up long prints in the rear, guide rollers for stacking returned tracing and other originals in the front of the machine. A fully synchronized electronic drive utilizes 100,000-hour-life rated selenium rectifiers and variable transformers for trouble-free operation. The machine requires 200-230 volt, single phase, 60 cycle AC and is 68¼″ wide, 58″ deep and 71½″ high.

DICTATING MACHINE

DeJur-Amsco Corp., 45-01 Northern Blvd., Long Island City, N. Y., makes the DeJur Stenorette magnetic tape dictating and transcribing machine. It weighs only 11 lbs. and retails at $169.50 complete including combination microphone-speaker and tape for 30 minutes of recording. Combination microphone-speaker is used for both dictation and transcription. Five push-buttons provide simple automatic control of tape for recording, listening, forward and reverse speed-winding and stopping. An automatic scale indicator gives accurate positioning when winding tape forward or backward for dictation corrections or playback. Start-stop button on microphone-speaker controls tape during pauses or interruptions in dictation. Descriptive, illustrated literature is free from above address.

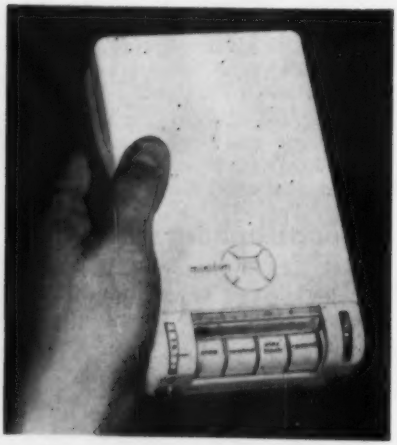
CODE PAGING SYSTEM

Signal Engineering & Mfg. Co., 273 Branchport Ave., Long Branch, N. J., makes the Wheelock Code Call which

permits instant communication, by means of audible signals, with personnel away from desks, and with employees who normally cannot be reached directly by telephone. The busy switchboard operator just presses the button; a numerical code call sounds off throughout the building and the person being paged responds via the nearest telephone. A Wheelock Code Call can be installed easily with any desired combination of chimes, bells, horns and other signaling devices. Descriptive Bulletin 4B-8 is free from above address.

POCKET RECORDER

Geiss-America, Chicago 45, Ill., announces the pocket-size Minifon P55 which can be used anywhere to record up to five hours of dictation or other speech on a single reel of wire light enough to be mailed in an envelope for 3c postage. Wire can be erased and reused again and again. Push-button controls provide instant action for recording, stopping, rewinding, playing back, and erasing by re-recording and rewinding. A dictation footage clock, in forward or rewind action, enables transcriber to locate dictated messages. Recordings can be played back through stetoset earphones, speaker-microphone or any loudspeaker. Accessories include dictation foot-switch, wristwatch microphone, adapter to record telephone conversations and transformer-rectifier to use 110-volt AC. With crystal microphone, earphones, ½-hour reel of wire and batteries, the Minifon is $289.50. Illustrated literature free from above address.



ELECTRIC COLLATOR

Collamatic Corp., Wayne, N. J., announces the Model 800 Collamatic electric collator which is operated by a light touch of the hand. An operator can collate at a sustained rate of 8000 sheets an hour without becoming tired. This means collating at the rate material is duplicated. Inexperienced persons can operate the collator without developing specially coordinated movements. Feed bins of the Model 800 will accommodate over a ream of paper or enough for 45 minutes' operation without reloading. Sheets are fed by positive Magicfeed Rollers which are easily disengaged to ease reloading. A built-in inspection stage of the operation allows for operator to glance at sheets before collation to inspect for

misprints, blanks, etc. Automatic counter is optional. A stapling-stacking bin for an electric or hand stapler, facilitates neat, fast disposal of collated sets. Because the Collamatic is designed to eliminate fatiguing motions and misfeeds, and to speed collating, direct savings in labor are said to more than pay for the original equipment within a year. Complete information from above address.

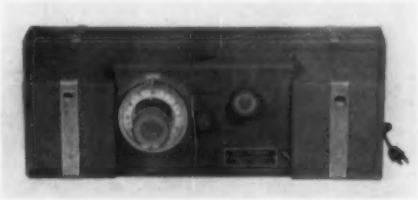
TAB DEPT. LAYOUT KIT

Tab Products Co., 57 Post St., San Francisco 4, Calif., offers a Planning Kit for developing efficient floorplan layout of punched card machines and accessory equipment. Kit consists of 120 colored, stay-put templates of machines and other equipment with floorplan layout paper.

The ¼"-scale templates have pressure sensitive adhesive backing so that they will stay in place or be easily moved as desired. Template colors identify each type of tabulating equipment and templates carry description and dimensions of machines, etc. Layout paper is ruled to facilitate location of templates. Those considering changes in their machine departments can obtain the Tab Department Planning Kit free from above address.

TYPE COMPOSING MACHINE

Line-O-Print Co., 63 South 13th St., Minneapolis 3, Minn., announces the low-cost Line-O-Print photo compositor which measures only 21" x 7½" x 5" and costs $189.50. It produces reproducible lines of type in any length and any size from 14 to 84 pt. Letters can be spaced as



desired and reproduction is sharp and clear with no shadow lines to be opaqued. Over 200 type fonts are available for the Line-O-Print and each font can be used continuously with no shortage of characters. Darkroom not necessary. Illustrated literature and sample book of type faces are free from above address.

COST OF LETTERS

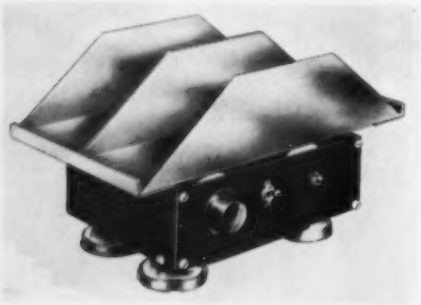
Neenah Paper Co., Neenah, Wis., have published a booklet, "The Cost of Influencing People," which contains suggestions on how to hold letter-writing

costs to a minimum. The booklet points out misconceptions about the cost of a letter. For example, some businessmen believe they make a substantial saving by using an inexpensive non-rag paper in place of a fine rag bond but they act-

ually save only a fraction of 1% of the cost of a letter. On the other hand, if the businessman reduces the number of words in his letter, he saves as much as one-third of the cost of the letter. The booklet also shows that the cost of a letter depends upon its effectiveness. The letter that fails to achieve its purpose costs too much, while the letter that succeeds is always a bargain no matter what its cost. For a free copy of this informative booklet, write above address.

PAPER JOGGERS

Syntron Co., 715 Lexington Ave., Homer City, Pa., makes a complete line of paper and envelope joggers in which the electro-magnetic vibration speeds can be controlled to meet particular requirements. Syntron Joggers eliminate slow, tedious hand operations and have no mechanical wearing parts to fail. Their 3600 vibrations a minute assure fast, even alignment of material. Model BTJ-4 is a small, bin type jogger and its 8" x 13" x 3¼" bin takes up to a ream of paper. It can be fitted with a smaller



bin for checks, cards and small slips. Model EPJ-4 (illustrated) will loosen and shake down the contents of envelopes prior to running through a letter opener. This eliminates damage to contents and speeds the operation. The divided deck permits one batch of envelopes to be jogging while working on others. Model PJ-4 is a small paper jogger with variable power control for jogging 8½" x 11" sheets. It is also used to assure completely filling containers when packing bulk materials. Complete catalog of office joggers is free from above address.

ELECTRIC TYPEWRITER

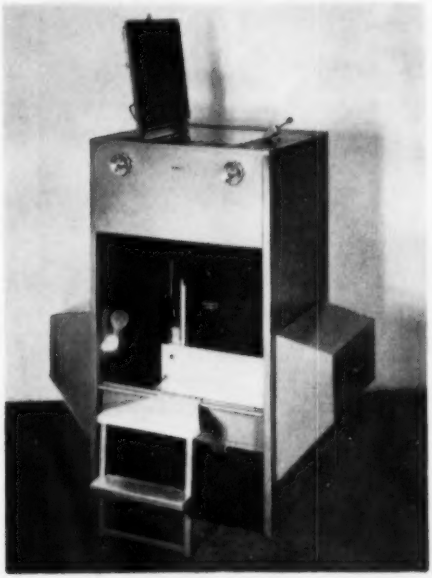
Underwood Corp., 1 Park Ave., New York 16, N. Y., makes an electric typewriter, engineered to increase operating efficiency, with improvements in both mechanism and design. A special feature of the new model is its Cushion Carriage shock-absorbing mechanism that reduces noise and shock when the carriage is returned to the left margin stop.

This results in smoother operation and less vibration, making it possible for the operator to work comfortably at greater speed. The standard model is in two-tone tan with ivory colored keyboard and feature keys in contrasting green. The typewriter is also available in two-tone ivy green, Brewster green and gray. Machine has an electric ribbon rewind that can feed a standard 36-ft. ribbon from one spool to the other in about 40 seconds. This eliminates manual rewinding and makes ribbon changing a simple, quick operation. Other features are electric margins and an impression control dial graded from zero to 18 which helps the operator produce, without any extra physical effort, as many good carbon copies as required. Machine is available with fabric or carbon paper ribbon, and a large variety of new type styles. It has an extra key with a plus and equal sign, but may instead carry a trademark

or any other desired sign or symbol. Streamlined in appearance, the new model has a specially designed guard and frame base that give the keyboard a closed-in, compact look. Styled by Lurelle V. A. Guild, the standard Underwood electric retails at $395.

STENCIL CAMERA

Gestetner Duplicator Corp., Dept. 84, 50 McLean Ave., Yonkers, N. Y., announces the Gestetner Photoscope which automatically produces duplicating stencils from any original copy in either reduced or enlarged size. Originals may be handwritten, typed, printed, photographed or drawn; on a single sheet or



in a book up to 1¼″ thick. Large copy can be reduced on the stencil while small copy may be enlarged, as desired. Maximum reduction or enlargement is 1.8:1. The Photoscope is 81″ high and occupies about 4 x 6 ft. of floorspace. Copyholder takes originals up to 22¾″ x 29¼″. Complete information from above address.

MAIL SORTING UNIT

Corbin Wood Products Div., Dept. OC, American Hardware Corp., Hornell, N. Y., makes the No. 1000 Unit which is widely used for mail handling and collating. Shelves (adjustable on 1″ centers) provide 36 pigeonholes, each 11″ wide, 5¼″ high and 12½″ deep. Shelves have

labelholders and additional shelves can be added as desired. Base has 30″-high counter top covered with ink-resistant composition, adjustable storage shelves and sliding doors with locks. Made entirely of kiln-dried hardwood, finished in standard walnut or special finishes, unit is 72″ high, 72″ wide and 30″ deep overall. A brochure describing and illustrating other mailroom equipment including sorting racks and tables, forms storage cabinets, sorting seat, etc., is free from above address. Corbin also offers a free mailroom planning service.

REMOTE DICTATING MACHINE

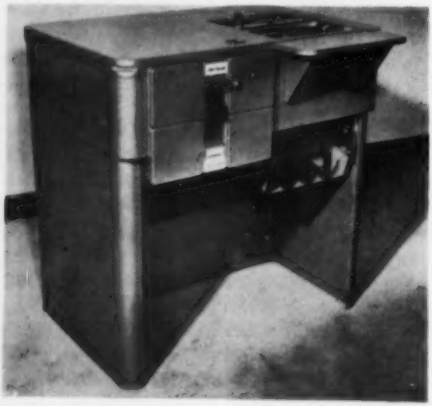
Dictaphone Corp., Dept. I-75, 420 Lexington Ave., New York 17, N. Y., makes the Dictaphone President which consists of a Power Control hand microphone desk set connected to a Dictaphone Time-Master dictating machine remotely located on the secretary's desk. The execu-

tive has full command of the dictating machine through controls located on the microphone. With a light movement of his thumb, dictator controls start and stop of recording, lock for continuous recording or listening, quick-review playback, correction and end-of-letter mark-

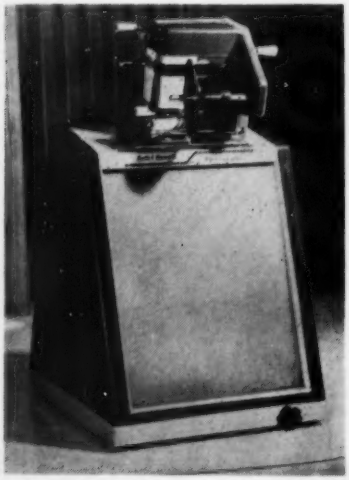
ings. Control is simple, automatic and precise, leaving the dictator free to concentrate without distraction. Additional features include a listen selector which provides "room filling or subdued playback for personal listening." A magnet grip holds the microphone firmly in place in its desk set.

MICROFILM CAMERA & READER

Burroughs Corp., Detroit 32, Mich., announced the competitively priced Model B.H. 205 Microfilm Recorder and the Model B.H. 206 Microfilm Reader offer-



ing a full range of operating features to fulfill any business requirement. Both units allow the flexibility of microfilm recording in one location and reading at another. Two units permit the user to tailor the equipment for his particular job. The compact reader is only 16¼ lbs. and anyone can carry it and use it on a desk or table. It is available with either or both 24 and 37 magnification and has a scanning mechanism with adjustment to read documents on 8 mm, 16 mm or 35 mm film in any position for normal viewing. A rotating film turret brings images of the documents to a



natural reading position. The exclusive indexing meter permits straight-to-the-image location in seconds without lost time, permitting as many as 999 locations on 100 ft. of film. A copy classification dial compensates for variation of document color. Film control protective devices safeguard film against fogging or accidental exposure in addition to allowing film spacing. As optional equipment, an aero-feeder automatically feeds documents up to 11" wide at high speed. The recorder is easily moved, can be used anywhere in the office. Both units are so simple to operate anyone can learn the process in a few minutes.

ink never cakes

Whether the B D C was used a week, a month, or even six months ago, this unique mimeograph is always ready to print instantly—without any special preparations whatever. There is no drum to clean, no ink pad to change. The ink never cakes or hardens, nor can it leak. The B D C is the perfect answer for irregular or infrequent mimeograph requirements. Whether used twice a day or twice a year the B D C is always clean, always ready to give inexperienced office workers professional looking copies that are printing press quality. Get the whole story on this revolutionary mimeographic design—*write for complete information. Bohn Duplicator Corporation, 444 Fourth Avenue, New York 16, New York.*

use the revolutionary mimeograph

$179.50 +FET

BDC REX-ROTARY

DUST REMOVER

Now, *pick up* dust—don't just push it around.

ELIMDUST, new liquid dust remover leaves floors *spotless*, truly free of dust. Accumulations that escape ordinary maintenance now adhere to your cloth. To use: saturate cloth with ELIMDUST. Wring out and dry before applying to your Damp Sweep Tool. Also ideal for dusting woodwork, desks, chairs, equipment.

Surprisingly low in cost, ELIMDUST is doubly economical. Use it diluted in 1 to 2 parts water. Why wait? Write today for full information. Ask us, too, about CLOCLAMP and Damp Sweep Tool, 2 economical, easy-to-use damp sweeping implements.

WALTER G. LEGGE Company, Inc.

Dept. W-7, 101 Park Ave., New York 17, N. Y.
Branch offices in principal cities

YOU'RE SAFE WHEN YOU HAVE LEGGE TO STAND ON
LEGGE SYSTEM of Safety Floor Maintenance

IDP TAPE CARDS

Wheeldex & Simpla Products, Inc., 40 Bank St., White Plains, N. Y., makes Integrated Data Processing tape storage and record cards for carrying many feet of 5 to 9-channel tape in one or several pieces. Though designed primarily for housing in Simplawheel, Wheeldex or Simplafind mechanized card files, cards may be used in ordinary drawers or other types of equipment to file short lengths of tape created by IDP installations. Free sample from above address.

SMALL MECHANIZED MAILINGS

Inserting & Mailing Machine Co., Dept. OF-7-55, Phillipsburg, N. J., offers a folder, "How Small Can a Mailer Be?", telling the amazing story of what mechanization meant to one small mailer. A comparative study of hand method and

mechanized mailing fulfillment by Blue Cross Hospital Service of Kansas City, shows that their new Inserting & Mailing Machine will pay for itself in 3 years, even if it is used only 5½ hours a month. The machine was purchased primarily for mailing 17,365 Direct-Pay Notices each month. Although one operator was recommended, Blue Cross' methods department used two operators' time in computing costs for the 5½-hour period of

"*National* Accounting Machines save us $17,200 a year... repay their cost every 10 months."—THE MOSAIC TILE COMPANY, Zanesville, Ohio

"Largest maker of real clay floor and wall tile."

"Until we installed Nationals, our accounting job, involving six subsidiary companies, was long and involved.

"Today, we use Nationals for accounts receivable and customer statements . . . weekly and monthly preparation aging of accounts receivable, showing details of all past-due accounts . . . and net sales to date on each account. Further, we have established a centralized credit control of all accounts of our six subsidiary companies.

"Nationals save us $17,200 annually, returning their cost every 10 months."

E. D. Mann

Treasurer and Comptroller
The Mosaic Tile Company

In your business, too, National machines will pay for themselves with the money they save, then continue savings as annual profit. Your nearby National man will gladly show how much you can save.

*TRADE MARK REG. U. S. PAT. OFF.

National

ACCOUNTING MACHINES
ADDING MACHINES • CASH REGISTERS

THE NATIONAL CASH REGISTER COMPANY, DAYTON 9, OHIO
977 OFFICES IN 94 COUNTRIES

Big story in a want ad—

Four electric billing machines for sale . . . because the invoicing formerly done by four girls is done by one—with an Ozalid machine! Saving $700 a month!

How? Salesmen write their orders on translucent paper forms. Prices, extensions, directions, and terms are added. Ozalid copies serve as invoices, bills of lading, sales records, etc.

Ozalid makes exact, clear copies of anything typed, written, printed or drawn on any translucent (lets light through) material—without negatives, stencil, messy developing. The copy is made in less than a minute, costs less than 2¢. And anybody can use an Ozalid machine.

Ozalid gets rid of hand copying, retyping, transcribing or redrawing—saves time spent on repetitive tasks. And makes quick copies of bulletins, reports, memos, letters, charts, etc.

Ozalid-copied requisitions are used as purchase orders, vouchers, debit memos, receiving records—often save discounts as well as time.

Any office can save time, cut costs with Ozalid. For a demonstration, call any Ozalid distributor *(see phone book)*. Or write 170 Ozaway, Johnson City, N. Y. In Canada, Hughes Owens Co., Ltd., Montreal.

Ozalid — A Division of General Aniline & Film Corporation . . . *From Research to Reality*

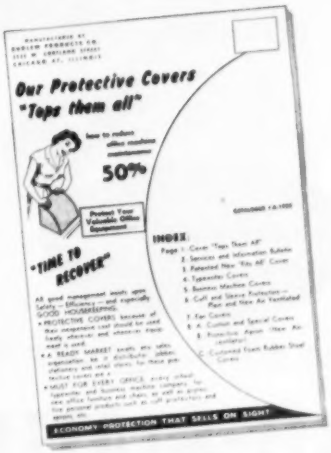
OZALID

BAMBINO *(right) is the smallest, fastest, low-priced office copying machine; will make 200 copies an hour, as wide as 9", for less than 2¢ a copy.*

operation. It reports that the 11 manhours plus a machine rental cost of $3.10 per hour each month, resulted in an annual total cost of $341.88. With former hand methods of mail fulfillment, the same number of Direct-Pay Notices required 198 manhours and cost $205.92 a month, resulting in an annual cost of $2,471.04. Mechanization gave an annual saving of 86% or $2,129.16. Write above address for a free copy of the report.

MACHINE COVERS

Budlew Products Co., Dept. M, 3535 W. Cortland St., Chicago 47, Ill., makes a complete line of Protective Covers for office machines and other equipment. Their 8-page "Tops Them All" Catalog No. A-1955 includes typewriter covers, business machine covers, cuff and sleeve protectors, fan and stool covers, aprons, and the patented "Fits All" Cover. A handy index on the front cover makes the catalog convenient to use. Fully illustrated and designed for quick reference, emphasis is on flexibility and usefulness of the Budlew line. Compiled as a source for all types of protective coverings, the catalog serves as a guide for



efficient management and proper maintenance of valuable equipment. Write above address for a free copy.

Modern Business demands

THIN PAPERS

to reduce typing, mailing and filing expenses.

we suggest

ESLEECK

Fidelity Onion Skin

Clearcopy Onion Skin

Superior Manifold

for Thin Letterheads - Copies - Records

ESLEECK MANUFACTURING COMPANY

TURNERS FALLS, MASSACHUSETTS

SOUND A SOFTER NOTE

for office efficiency with

KIL-KLATTER

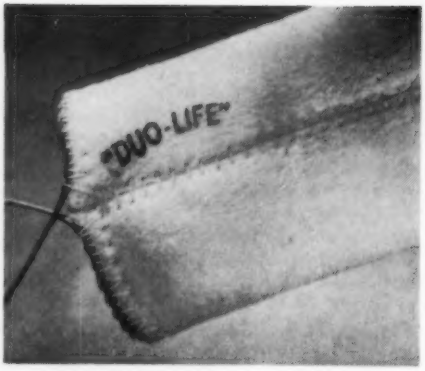
Certain noises in offices are practically impossible to eliminate — but, you can easily and quickly *STOP* the distracting noise of typing. Simply place a **Kil-Klatter** pad under each and every typewriter in your office. You'll find that errors will disappear and general office efficiency will improve.

Kil-Klatter pads are designed to absorb the shock and to deaden the noise of typing. Made of genuine long-life OZITE felt, **Kil-Klatter** pads are dent-proof, skid-proof and they fit all makes of typewriters, and other office machines.

$1.25 AT YOUR STATIONER OR OFFICE SUPPLY DEALER

KIL-KLATTER
THE SCIENTIFIC TYPEWRITER PAD

"The Answer to a quieter office may be under your typewriters"

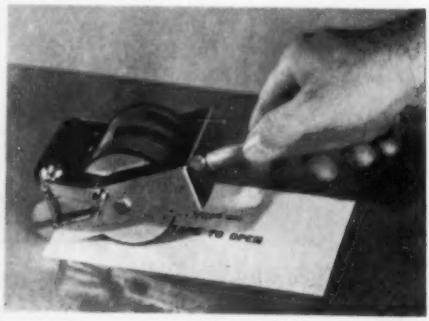


OFFSET DAMPENER COVERS

Direct Image Aluminum Plate & Supply Co., 1321 West Gill Place, Denver 23, Colo., announces Duo-Life double weight molleton slip-on covers for dampening rolls on all offset presses. The extra heavy molleton makes these covers extremely durable and highly water absorbent. Its fine quality prevents shredding, linting or stretching. Finished with flat seams and stitches which will not open or break. Duo-Life molleton covers are packaged in cellophane wrappers and tests indicate they will give longer life on the press. Complete information from above address.

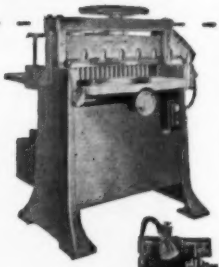
ROTARY STAMP

Force Western Inc., 216 W. Jackson Blvd., Chicago 6, Ill., makes the Dri-Flo Roll-A-Matic Printing Wheel which can make an impression up to 2½" x 8". Uni-

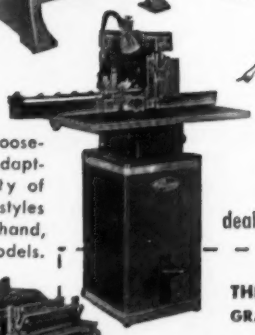


If you operate or plan to operate your own printing or duplicating facilities

YOU NEED THIS Challenge® EQUIPMENT



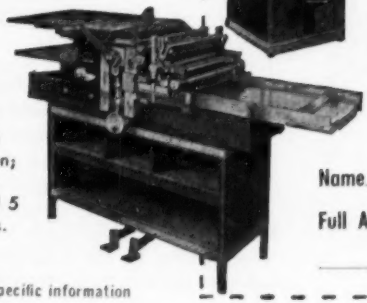
PAPER CUTTERS:
11 models — 7 sizes . . . from lever cutters in bench and floor models — to power cutters with hand or hydraulic clamp. Engineered to provide smooth, accurate cutting with minimum effort and maximum safety.



PAPER DRILLS:
For standard run of loose-leaf work. Also adaptable for variety of novelty jobs. 9 styles available — hand, foot, power models.

Challenge
TRADE-MARK ®

dealers in all principal cities



PROOF PRESSES:
Always a sharp clean impression; easy operation. Full selection of 5 styles — 5 sizes.

THE CHALLENGE MACHINERY CO.
GRAND HAVEN, MICHIGAN

Send details as checked below:
☐ Paper Cutters ☐ Paper Drills
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Name_____

Full Address_____

Mail coupon for specific information

a new idea in metal chair design

new *Swept-Back* styling

by *Milwaukee* METAL-LUX

M-3000 FBL
Side Chair
(Spring Seat)

M-7000 FBL
Side Chair
(Padded Seat)

This trim-lined ultra-modern metal chair group combines a streamlined design of unusual beauty with useful function (chair backs cannot scuff walls). An ideal chair for use in lobbies, reception rooms or offices. The armchair features deluxe spring seat construction and Tenite arm rests. Side chairs are available with spring or padded seat. Lifetime frame construction and flawless finish make these fine chairs virtually indestructible. The "Swept-Back" group is designed for large volume sales and profits. Write today for the full descriptive details.

there is nothing finer in metal

MILWAUKEE METAL FURNITURE COMPANY
101 N. Campbell Ave., Chicago 12, Illinois

form impressions are made with rolling motion, without pressure, and roller automatically positions itself for next impression. This automatic return can be disengaged for continuous rolling. Highly absorbent ink rollers of top quality Spanish felt hold sufficient ink for thousands of impressions. Marking is clear, without blotting or smearing. All metal parts are cadmium plated steel. The Roll-A-Matic weighs 23 ozs., and uses Base-Lock interchangeable type. Literature from above address.

MODULAR OFFICES

Arnot-Jamestown Div., Aetna Steel Products Corp., 730 Fifth Ave., New York 19, N. Y., offers a full-color broadside titled, "A New Way of Life in the Office," which illustrates offices for typical clerical departments using Arnot Partition-ettes and Office-ettes. All units are illustrated separately. Free standing Partition-ettes are shown with doors and top panels of clear glass, bandfrost glass,

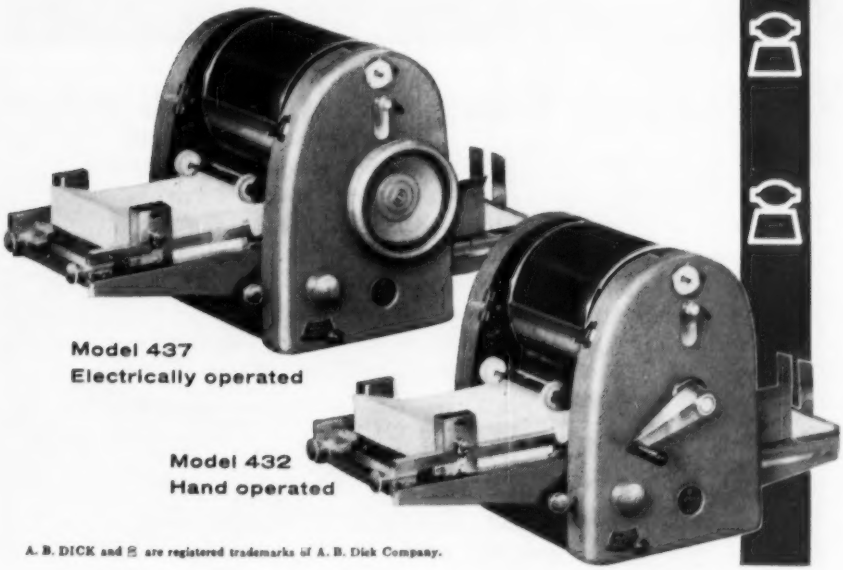
acoustical, pegboard, cork board, chalk board and combinations of these in three heights and ten widths. Universal, electrified and floor anchor posts are included with accessories such as bookshelves and kneespace drawers. There are bookcases and pedestals with drawers, typewriter compartments, etc., and desk tops in 40 different sizes. End panels and tubular legs come in two heights. This great variety of modular units provides endless possibilities in office layout. Write above address for the free broadside.

2 NEW MIMEOGRAPHS
provide deluxe features at economy prices

For Example—there is the dual roll feed of these new A. B. Dick mimeographs. It handles a wide variety of paper and card stocks—and it can be set to eliminate paper lint on the copy area or to avoid smudging preprinted copy. A. B. Dick mimeograph products are for use with all makes of suitable stencil duplicating products.

A·B·DICK

THE FIRST NAME IN DUPLICATING



Model 437
Electrically operated

Model 432
Hand operated

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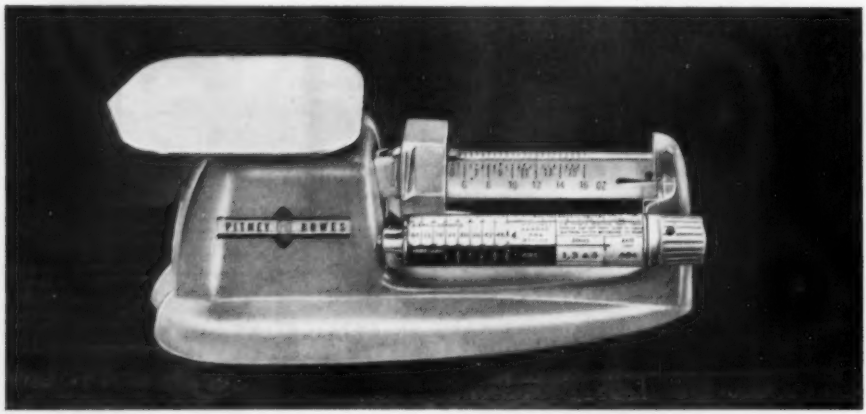
MARKING PEN

Carter's Ink Co., Cambridge 42, Boston, Mass., makes an improved felt-tip marking pen that holds more ink. It is also lighter, better balanced and more compact and uses ink in any of five colors. Inks for marking on porous materials are black, red, green, blue and yellow. These colors, plus white, come in inks designed for marking non-porous materials. Equipped with a standard pocket clip, the Carter Marker comes in see-through, re-use styrene plastic case with a supply of ink, marking ink cleaner and extra felt tips. An automatic leak-proof valve prevents the pen oozing ink when it is carried in the pocket, or not in use and lying about. An improved controlled ink flow prevents excess ink filling the felt-tip during continuous use, yet eliminates insufficient ink flow. In both continuous and intermittent writing, the pen gives an even, uniform supply of ink for clear, legible marking. Both



New! Pitney-Bowes Scale for small offices

This new mailing scale, precision-built by Pitney-Bowes, computes postage costs from ½ ounce to 1 pound, is a real saver of time and postage in any office. Its handy cylindrical chart permits swift, safe rating of letters and small parcels including air mail. Prevents loss of postage money through *over*payment, and loss of good will through *under*payment (with resulting "postage dues").

Other models for larger mailers include parcel post up to 70 lbs. Ask your nearest PB office to demonstrate, or write for free illustrated booklet.

FREE: *Handy desk or wall chart of Postal Rates with parcel post map and zone finder.*

PITNEY-BOWES
Mailing Scales

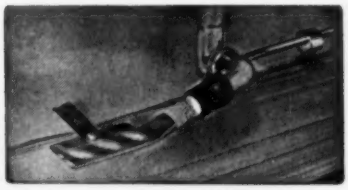
PITNEY-BOWES, INC., 3479 Walnut St., Stamford, Conn.

Originators of the postage meter . . . offices in 94 cities

bullet point and chisel point felt-tips are available and a handy pouring spout on ink containers makes the pen quick and easy to fill.

MIS-FEED PREVENTER

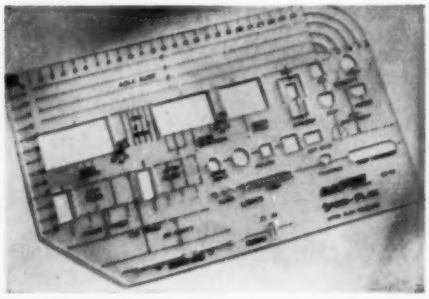
Wale Floating Nozzles, 300 Broadway, San Francisco 11, Calif., makes floating nozzles designed to stop mis-feeds on offset duplicators, as well as larger presses and folding machines. Wale Floating Nozzles have a wide horizontal floating lip which gives full sheet separation, directing air at top sheets where



it is needed most to insure proper feeding. Easily installed, the nozzles allow all stock, including hard-to-feed tissue, coated, cardboard, curly or static stock, to feed more consistently, resulting in reduced production costs and improved quality of work. Full descriptive literature and a copy of the "Pressman's Paper Feeding Guide" is free from above address.

LAYOUT DRAWING TEMPLATES

A. Lawrence Karp, 16 Putnam Park, Greenwich, Conn., offers plastic office layout drawing templates with which anyone can make office layouts. Template con-



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SAVES 20% TO 60% TIME

30 Models. Systems Sorting Service

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For fast hand-sorting of cards, checks, letters, invoices, orders, business forms or public documents. We make all types from tiny desk models to shuttle-carriage machines. Write for illustrated circulars.

Representatives everywhere.

Associated Industrial Designers

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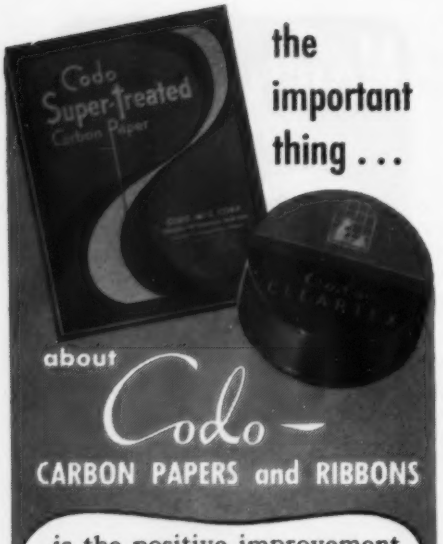
Plant: 1248 East Sixth Street

Warehouse: New York, Chicago



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is the positive improvement you'll find in your originals and copies . . . the cleaner, sharper, always more legible impressions these fine products produce for you.

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• *MOREOVER — with each box of Codo Super-Treated Carbon Paper you receive, at no extra cost, Codo's famous Carbon Gripper — a patented device assuring perfect carbon copies every time. Order a box TODAY!*

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79 Madison Ave. New York 16, N. Y.

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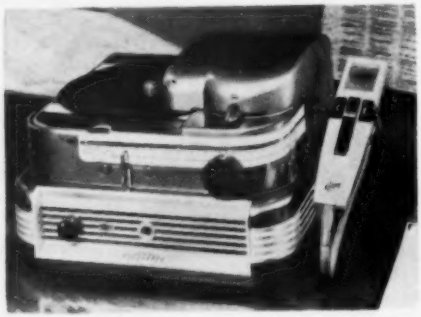
tains different sizes of desks, files, round and square columns, aisles, partitions, doors, different type chairs, etc. Made in both ¼" and ⅛" scale; $1.60 each from above address.

DICTATING MACHINE

Gray Mfg. Co., Hartford 1, Conn., makes the Audograph V which features a completely new full control hand microphone, as well as high fidelity voice reproduction. With all the pushbutton controls under the thumb, all the executive has to do, besides talk, is to move his thumb one-half inch up or down, to the left or right. Snap-action switches respond instantly to light thumb pressure for stop-start, lock-in-dictate, listen, rapid review, end of letter, and correction.



Even the busiest executive will find dictating a pleasant relaxing task. High fidelity voice reproduction is the result of Gray engineers' long experience in making the playback tone arms for radio and television high fidelity equipment. Push-pull power output and AC-DC amplifiers are used to produce a livelier tone. The complete machine, now in full production, is substantially lighter in weight, but of rugged construction so that it can take all punishment from "baggage smashers" while traveling. Literature from above address.

VARI-TYPER STENCIL

A. B. Dick Co., Dept. O-655, 5700 Touhy Ave., Chicago 31, Ill., makes a duplicating stencil designed for use with

Don't touch that DIAL!

Do 95% of all your office copying with just one Copease setting!

Copease copies *everything*..Prove it with a FREE 3-DAY TRIAL

Copease copies *everything*, not just the easy ones. So easy to use that one setting of the exposure dial covers nearly all of your office copying. You get letter-perfect copies in seconds under any kind of light. Handy Lite-Visor† feature guards against extreme sunlight and low-hanging fluorescents.

Prove it to yourself. See how Copease turns out clear, white, dry, non-curling copies in seconds—*without any dial adjustment!* Our man installs Copease, instructs your personnel and then picks it up at the end of your office trial. No obligation. Send today.

†Patent appl. for *Trademark

Offices: New York, 270 Park Ave., PLaza 3-6692
Los Angeles, 3563 Wilshire Blvd., DUnkirk 5-2881
Distributors in Principal Cities Chicago, 201 N. Wells St., ANdover 3-6949

COPEASE CORPORATION
270 PARK AVENUE
NEW YORK 17, NEW YORK
BOX O-7

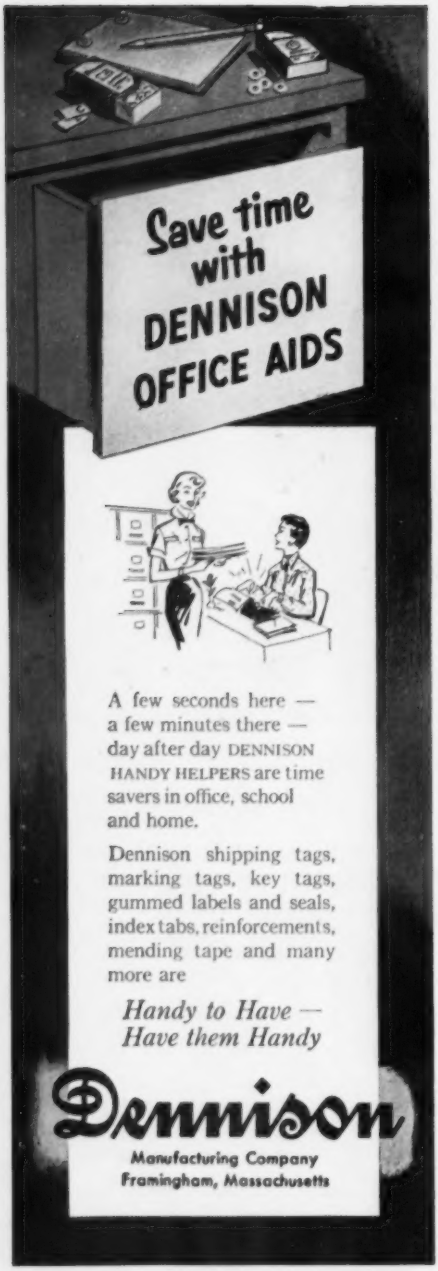
Gentlemen: I'd like to have a free 3-day trial of Copease with new Lite-Visor in my office. ☐

Please send free literature. ☐ (check one)

Name_____ Title_____

Firm Name_____ Address_____

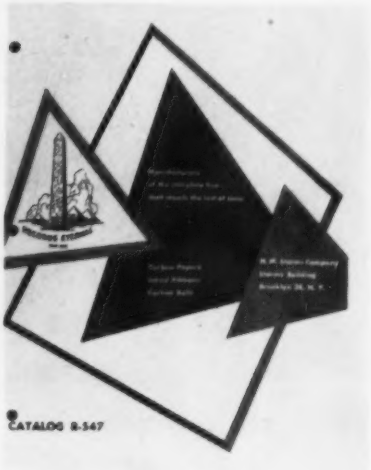
City_____ State_____



Vari-Typers. Since a stencil is inserted upside down in a Vari-Typer, guide printing on the sheet is inverted so the typist can use line numbers and space guides.

CARBON & RIBBON CATALOG

H. M. Storms Co., Dept. O-7, Storms Building, Brooklyn 38, N. Y., have issued a new 32-page catalog with specifications and prices on hundreds of items such as carbons for pencil, typing, billing and posting, spirit and diazo process, and carbon rolls. Ribbons include typewriter,



adding machine, tabulator, addressing and other machines. The catalog is a handy reference book because in each case the sizes, as for ribbons, is included, as are all qualities and grades for both carbons and ribbons. Samples are also available. Write above address for a free copy of the catalog.

PAPER HANDLING CATALOG

Evans Specialty Co., 1803 E. Grace St., Richmond 23, Va., have published a 12-page illustrated catalog showing equipment designed for the efficient handling of papers. Included are paper-holding racks for wall and table use, collapsible sorting racks, Tacky-Finger material for paper handlers, paper marking stamps,

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SUPER-FAST
VISI-BALANCE WINDOW
TWO-COLOR PRINTING
COMPACT KEYBOARD
ERASE TAB-BACKSPACER

more time-saving, work-saving features
than any other 10-key machine

COMPTOGRAPH "202"

The All-New, All-Electric Calculating-Adding Machine

figures faster than you think. Unusually quiet in operation, yet fully one-third faster than most 10-key machines. You get clear, accurate answers to every business problem involving addition, subtraction, multiplication and even division. Get a demonstration on your own figure work—simply mail the coupon below.

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- ☐ I want more information about the new COMPTOGRAPH "202"
- ☐ Please arrange an office demonstration
- ☐ Please arrange for a free office trial

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Company _____
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Other products of Felt & Tarrant Mfg. Co.: the COMPTOMETER® DICTATION MACHINE and the COMPTOMETER® ADDING-CALCULATING MACHINE. Offices in principal cities and throughout the world.

TRY THE NEW CLIPLESS PAPER FASTENER
$4.95 RETAIL
NEVER EMPTY - NO CLIPS TO BUY!
All you do is punch down firmly and — PRESTO — papers are securely held together. Pays for itself rapidly.
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Offer your customers the best in custom made carbon interleaved business forms and second sheets. Also W-2 Forms and Envelopes — Bills of Lading — Purchase Orders — Voucher Checks — Repli Memos — Salesmen's Contact Reports ready for imprinting.
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NIPPO POCKET CHECK WRITER
This Check Writer is light weight (about 10 oz.) and durable. May be carried in pocket or brief case. Equal in efficiency to heavier model.
NIPPO MACHINE INDUSTRY CO., LTD.
Manufacturers
Tenjin-cho, Nishi-ku, Yokohama, Japan

FIRST manually operated folder with fully automatic feed!
FOLDS 120 sheets per minute!
NEW, IMPROVED FULLY GUARANTEED!
Fold-O-matic
DESK MODEL FOLDING MACHINE
PRINT-O-MATIC CO., INC.

etc. Full specifications and prices are included for all equipment. Catalog is titled, "Here's Our Contribution," and a copy is free from above address.

PHOTOCOPIERS

Photostat Corp., 299 State St., Rochester 14, N. Y., makes three new models of its widely known photographic copying equipment. Two are modifications of its larger automatic equipment and the third involves this same modification adapted to an entirely new process. The first two are the Junior Continuous Models A & B, designed to provide the same convenience of production for copying small subjects and making paper prints

from 16 and 35 mm films hitherto available only in larger apparatus. Both models produce accurate, economical, permanent prints 10″ x 11″ or smaller. Electrically controlled and mechanically driven, they require only one operator. Prints are developed, fixed, washed and dried within the apparatus. Copies also may be made at various reductions if desired and several types of subject holders are available to meet various needs. The third model is the Expeditor and its operation is similar to that of the Junior Continuous Models in that it is entirely automatic, uses the same type of subject holders, and produces the same size prints, but it produces stabilized rather

SPEEDAFILE!

Speedafile makes possible faster, simpler, more economical filing of 3 x 5, 4x6 and 5x8 cards. Look at these advantages:

Thousands of cards immediately available on one level.

Cards within easy reach for quick reference, speedy handling.

No mechanism or gadget to get out of order.

No stooping, stretching or waste effort.

Flexible for large or small volume; for centralized or decentralized filing.

Fastest reference is Speedafile reference—direct from operator to card.

For full details, write for our catalog completely describing Speedafile as well as other new equipment for the office.

PUNCHED CARD USERS:

Our complete line of tabulating accessory equipment is described in catalog No. 5. Write for your copy today.

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PRODUCTS CO.

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BUILDING "FIREPROOF"?

So what?

That means in case of fire it's a perfect oven for its contents, including your business records. Unless you've kept your records in a modern safe carrying the Underwriters' Laboratories label. Think it over. 43 out of 100 firms losing their records in a fire never reopen. And yet for a modest investment you can have the ultimate in protection—a Meilink A-Label safe. Talk it over with your Meilink dealer. Or write Meilink Steel Safe Co., Oakwood and Clinton, Toledo 6, Ohio.

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Please send me your folders on Meilink safes and Hercules insulated steel files.

*Name*_____

*Company*_____

*Street*_____ *Zone*_____

*City*_____ *State*_____

than permanent prints and for this purpose uses a special grade of photographic paper. Stabilized prints are so called because, contrary to the normal photographic process, the unexposed and undeveloped salts are not dissolved and washed out but are converted to fairly stable compounds which remain in the print. Such prints will remain visibly unchanged for a reasonable length of time but are not permanent. Where there is need for immediate accurate reproduction of data for short-time use, stabilized prints are useful because they allow full advantage to be taken of the reduction in processing time due to the omission of the normal washing period.

NUMERICAL DATA PRINTERS

Electronic Div., Clary Corp., San Gabriel, Calif., offers two folders which describe specifications and applications of two Clary Numerical Data Printers. The folders list six models of Parallel Entry and four models of Serial Entry Printers. Free from above address.

FILING SUPPLIES

Amberg File & Index Co., 1601 Duane Blvd., Kankakee, Ill., offers a complete 70-page catalog featuring all Amfile products. Catalog explains the new Am-

berg quantity discount plan on a combined order basis. This plan enables retailers to earn quantity discounts when purchasing a full carton assortment of

they'll try...compare...and buy

the *beautiful* NEW

REGNA

ADDING MACHINE

NOW with Self-Adjusting Paper Feed —Keeps tape aligned at all times!

and here's why:

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- Swedish steel assembly . . . Swiss precision counters
- fully automatic safety keyboard
- ciphers printed automatically
- signals for subtract, multiply, sub-total and total printed
- correction key clears entire keyboard
- lifetime handle construction
- scientifically designed moulded keys
- trouble-free performance . . . minimum maintenance

Sensational! That's the only word to describe the all-new REGNA Adding Machine! Streamlined as the newest cars . . . so low in cost it's a dream-come-true for small business owners. Lets many firms cut expenses and increase production by supplying a machine to every department, to every desk where adding is done. It took REGNA engineers years to develop an adding machine of such supreme quality at such a remarkably low price. It will take your customers only minutes to realize that the new REGNA is their "best adding machine buy"!

IN CANADA: Regna Cash Registers of Canada Ltd., 706 Notre Dame St. W., Montreal, Que., and Business Equipment Machines, 489-8 King St. W., Toronto, Ont.

OUTSIDE CONTINENTAL U.S.: Jorgen S. Lien, Box 207, Bergen, Norway.

REGNA

REGNA CASH REGISTERS, INC.
175 Fifth Avenue
New York 10, N. Y.

Gentlemen:
Please send more information on the new Regna Adding Machine and outline advantages of becoming a Regna Dealer.

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Address_____

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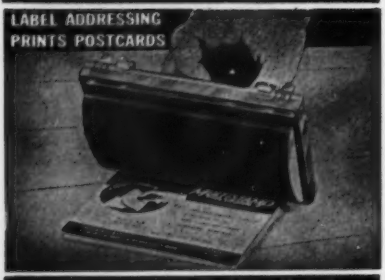

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Secretaries Love It!

THE LOW COST LIBERTY COPYHOLDER. Holds copy in full view . . . makes typing easier . . . speeds work! In handsome grey finish 7" by 9½", 5" base.

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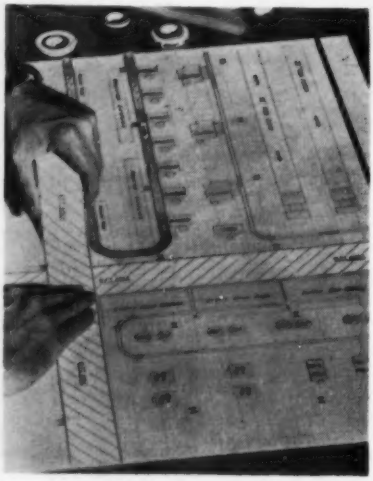
items including any of the six major product groups. Amberg manufactures a complete line of filing supplies, brief covers, binder indexes, albums, scrapbooks, personal and box files, agate trays, phonograph record cases and albums for special occasions. Write above address for a free copy of the catalog.

LAYOUT TAPES

Labelon Tape Co., 450 Atlantic Ave., Rochester 9, N. Y., makes Labelon Layout Tape for making plant layouts for reproduction. The pressure-sensitive tapes

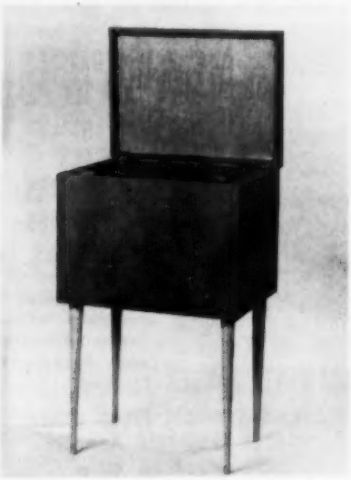


are pre-printed with a variety of symbols such as cross hatching, building columns, power and phone outlets, aisles, stairs, conveyors, etc., as well as different sizes and styles of straight and curved lines, arrows, numbers, etc. Both opaque and transparent tapes are available, for different reproduction methods. An illustrated booklet showing impressions of the tapes and listing all materials needed, with prices, is free from above address.

DESKSIDE FILE

Harriman Chair Mfg. Co., Harriman, Tenn., makes the Philips Nu-Way Filing Cabinet which holds two sets of hanging folders. Cabinets are made of plywood covered with vinyl plastic leatherette in

maroon, green, gray or tan, measure 23" x 17" x 17" in letter size; 30" or 36" high. When top is closed, file can be used as a side table. Priced at $15.98, $18.50 with casters, $18 with lock, $20.50



with lock and casters. A smaller file for desk-top use, similarly made (without cover) and measuring 12" x 12" x 12", is $3.98. Set of letter size 25 alphabetic hanging folders is $3.75. Illustrated literature from above address.

BLACK HECTOGRAPH MASTER

Columbia Ribbon & Carbon Mfg. Co., Glen Cove, N. Y., makes the X-200 Black Ready-Master Unit, specifically for preparation on Xerographic equipment. It

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RAPID PRINTER

A Completely Enclosed Carbon Arc Lamp And Vacuum Printing Frame Combination System

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The nuArc Rapid Printer gives you years-ahead performance. Produce plates that assure longer runs with sharp dot structure and improved line definition. Light intensity remains constant and uniform. Pre-sensitized plates can be produced in 20 to 90 seconds.

Make PRE-SENSITIZED PLATES in 20 to 90 Seconds

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RP-13 TABLE MODEL—Plates up to 12 x 16"

The nuArc nuLite LIGHT TABLE WITH DEVELOPING TABLE TOP AND COPY EASEL

The most important accessory in your shop is the nuArc nuLite light table with the Developing Table Top. Equipped with soft, diffused fluorescent lighting. Ideal for stripping, opaquing, layout and finishing. Complete with chemical containers, sponges and storage rack. Calibrated straight edges. nuLite light table is 25 x 30", with extension shelf 23 x 23". Glass size 23 x 28".

LT-23 nuLite • DT-26 Developing Table Top

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824 S. Western Ave., Chicago 12

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Chicago 12, Ill. Dept. No. OF-200
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Your switchboard operator just pushes a button; instantly a chime, a bell or a horn spells out a code call for someone away from his or her desk. The person being paged then responds via the nearest telephone. The WHEELOCK CODE CALL is the ideal among paging systems. And it's so easy to install! **WRITE FOR BULLETIN 4B-8**

Engineering Representatives in Principal Cities

Wheelock CODE CALL SIGNAL ENGINEERING & MFG. CO. LONG BRANCH NEW JERSEY

CONFIDENTIAL *information?*

YOU NEED

"SECRET SPOT" CARBON PAPER

in your business forms

Our exclusive process of desensitized areas ("Secret Spots"), positively prevents carry-through of entries in desired positions. Far superior to block-outs, cut-outs, carbon spots and other previous methods!

- **Accurately controlled deletion**
- **Anywhere on the carbon paper**
- **Any number, size, or shape**
- **Varied on each part of the form**

Available in LITHOSTRIP continuous forms and LITHOSET one-time carbon sets.
Write today for FREE SAMPLES.

AMERICAN Lithofold Corporation
500 RITTENER ST. ST. LOUIS 15, MO.

SAVE TIME - MONEY

Use Atlas

Complete Vertical Filing Systems for

- NEGATIVES
- OFFSET PLATES
- STENCILS
- X-RAYS
- ART WORK
- SWATCHES

The efficient, economical method of filing. Write for complete information on Atlas Files and Patented Hangers.

NEGA-PLATE HANGER

ATLAS STENCIL FILES CORP.
16716 Westfield Avenue
Cleveland 10, Ohio

ZIP-O-RITER

Addresses Directly from Card Files

Writes Headings On Work Sheets Accounting & Tabulating Forms

INDISPENSABLE FOR
MANY OFFICE ADDRESSING & DUPLICATING PROBLEMS.

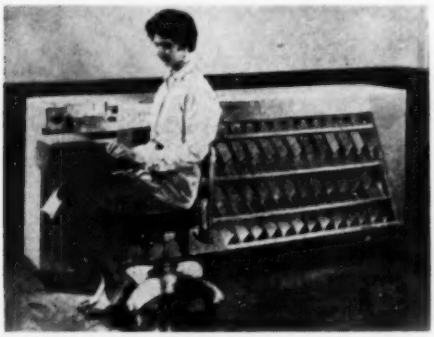
Anyone can use the ZIP-O-RITER which prevents copying errors. Addresses or duplicates without plates, inks or costly machines.

S & M DISTRIBUTING CO.
1382 SO. BROADWAY DENVER 10, COLO.

combines all the benefits of patented Ready-Master Unit construction plus the exceptional cleanliness and color desirability of Columbia's black unit. Designed to duplicate on conventional spirit duplicators using regular spirit fluid and copy paper. It is possible to reproduce in same, enlarged, or reduced size, correspondence, forms, engineering drawings and data, sales and training material, and any other material, quickly and inexpensively. The Columbia X-200 Black Ready-Master Unit assures users of Xerographic equipment that spirit duplicated copies will be complete, clear and uniform. The unit also may be prepared by the usual direct methods: typing, writing or impress printing. The X-200 Black Unit and the Columbia X-100 Purple Unit are the results of almost four years of original research and testing conducted in the Columbia Laboratory. Write above address for further information and the procedure for preparing units by Xerography.

ELECTRONIC SORTER

Underwood Corp., 1 Park Ave., New York 16, N. Y., announces the Underwood Rapid-Sort high speed electronic media sorter that operates from a standard typewriter keyboard and is capable



of handling original forms in various weights and sizes, processing thousands of forms per hour. This machine sorts directly such original media as sales checks, bank checks, tax bills and job tickets. The operator simply glances at

The OFFICE VALET

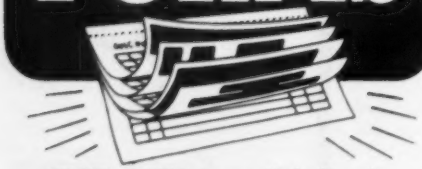
End the Wraps Problem!

Keeps Wraps Aired, Dry and "in press"

Now private or small offices can keep wraps in a convenient and orderly manner . . . with each coat on a hanger held apart from all others; each hat on its ventilated hat space; umbrellas in a built-in stand and overshoes off the floor. With an Office Valet there is no "piling on", no crushing, no danger of tipping over. It will accommodate 6 people efficiently, graciously, on less than 2 sq. ft. of floor space.

Sturdily built of welded furniture steel finished in modern baked enamel and smart in line, it is an efficient answer to the wraps problem in offices, stores, restaurants, homes—wherever people gather.

SAVE MONEY
TIME and LABOR
with
NEW ELECTRONIC HOT WAX PROCESS
SPOT CARBONIZING
OF YOUR OFFICE & BUSINESS
FORMS



SPOT CARB is applied directly to back of each sheet in any size or shape. Clean, non-smudge. Eliminates necessity of carbon interleaving. Possibilities of simplification and savings are practically unlimited. Perfect for all forms — from small, receipts to large accounting forms — single or multiple sets. Our complete plant handles printing, spot carbonizing, binding. Contact us direct for details, or call your regular supplier. Ask for free SPOT CARB samples and booklet "How to save with SPOT CARB."

SPOT CARB

SPOT CARBON PRODUCTS
56 LAFAYETTE STREET, NEW YORK 13, N. Y.

Send samples of SPOT CARB forms and free booklet "How to save with SPOT CARB"

FIRM .....
ADDRESS .....
SIGNED .....

the top copy to determine the alphabetical or numerical classification. As the proper typewriter keys are depressed, the media are whisked to the appropriate bins. Less than a third of a second is required for the complete cycle. On a test run, the sorter accomplished in a single day a job that required six days when conventional manual sorting methods were used. Electronic controls select the proper letter or number bins automatically, stacking forms in neat piles ready for any subsequent routine operation. Developed after seven years' research by Universal Business Machines Inc., Columbia, S. C., the Rapid-Sort is available in various sizes ranging from an 11-bin model to as many as 51 bins. The sorter accepts original forms from 5½" to 8½" long and 2¾" to 4¼" wide. It will feed various weights of paper stock ranging from 15 to 90 lbs. Underwood has exclusive world wide distribution rights for this machine which can be operated by any typist.

SALES REGISTER

Friden Calculating Machine Co., San Leandro, Calif., makes a machine which completely mechanizes accounting routines in retail store operation. The ac-

counting job is Sales Audit, involving in larger stores the daily checking and sorting of thousands of sales slips. The new sales register produces a common-language punched tape which can be read

NEW • FASTER • EASIER • Automatic!

Destroys Old Papers and Records with No Hand Feeding

The new "SILVER EXECUTIVE AUTOMATIC" Paper Shredder is the first stack feed machine . . . feeds itself automatically! Shreds confidential papers, records, time cards into 1/4" strips—in seconds. Machine is a typewriter-size, portable desk model with full 1/2 HP motor. Safe, easy to operate. Many sizes. Write today for details of 10-DAY FREE TRIAL.

INDUSTRIAL SHREDDER & CUTTER CO.
103 MILL STREET . . SALEM, OHIO

A PEDIGREED BAND

Guaranteed by Good Housekeeping

PROMPT DELIVERY

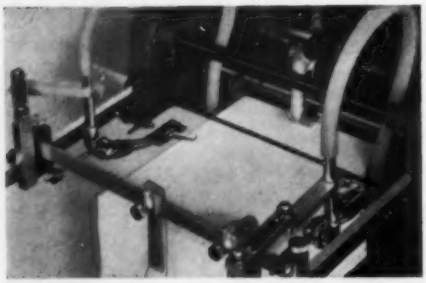
OUTSTRETCH . . . OUTLAST . . . OUTSELL . . . ALL OTHERS
Conforms to Federal Specifications
PLYMOUTH RUBBER COMPANY, Canton, Mass.

Multilith, Davidson and Webendorfer operators!

STOP Mis-feeds

with Wale FLOATING NOZZLES!

Having feeding trouble with your OFFSET duplicator?
Cut waste and operating costs — feed tissue, card, book paper without mis-feeds!



Shown installed on Davidson Duplicator

WRITE for complete information and "Pressman's Paper Feeding Guide" packed full of tips on paper feeding.

Wale Floating Nozzles*
300 Broadway, San Francisco 11, California

Please send information on Wale Floating Nozzles for ..... offset duplicator and FREE COPY of "Pressman's Paper Feeding Guide".

Name .....

Company .....

Address .....

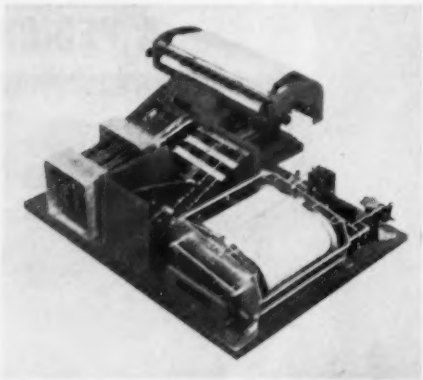
City and State .....

*Manufactured by Roller Press, San Francisco

by other machines. The Friden machine permits the salesperson to enter the detail of each sales transaction, including all identifying data, such as clerk number and department number, on a simple 10-key keyboard. Data prints on a paper tape which becomes the original source document and an audit of the transaction. At the same time the machine automatically punches selected data on a tape which at the end of the day is sent to a tape-to-card converter to be automatically transferred to tabulating cards. Cards may be automatically sorted to provide sales distribution, by clerks, departments or merchandise. Unit is available with or without cash drawer.

ACCOUNTING MACHINE TESTER

American Automatic Typewriter Co., 2323 N. Pulaski Road, Chicago 39, Ill., makes an automatic tester for the assembly line testing of accounting machines which delays feeding the next problem until the machine completes the cycling of the preceding problem. The tester



automatically adjusts its timing to the completion of the problem by the accounting machine, and stores sufficient problems on its activating record to give each machine a 40-minute test. Separate problems test the machine on the less complicated adding and subtracting functions in which no automatic cycling adjustment is required. The automatic testing equipment simulates actual hand-

QUICK RELIEF

FOR OVERLOADED SWITCHBOARDS IN OFFICES and PLANTS
PLUS
EMERGENCY SERVICE

WHEELER
SOUND POWERED
Electric
TELEPHONES

- No Batteries
- No Outside Power
- No Maintenance

Write for folder.

the WHEELER INSULATED WIRE COMPANY, INC.
Division of Sperry Rand Corporation
1106 East Aurora Street, Waterbury 20, Connecticut
In Canada: Sperry Gyroscope, Ottawa Ltd., Ottawa
3WH55D

SCHWAB

SCHWAB'S NEW FIRE AND BURGLAR RESISTING WALL SAFE

The Schwab Certified Label attached to the door of each safe is your Customer's guarantee that this wall safe has been furnace tested for one hour fire protection, at 1700° temperature.

Dimensions:	Wide	High	Length
Outside	13⅞	10¾	17⅞
Inside	9½	6	13

Finish Smooth Gray—Shipping weight—50#

THE SCHWAB SAFE COMPANY
LAFAYETTE, INDIANA

Amfile

4-WAY SORTER

For sorting all kinds of office papers preparatory to final filing or posting. Can be used in four different ways — one side has alphabetical and daily leaves the other side, monthly and numerical.

The Sorter is only 4" wide and light-weight, made of hammertone finished aluminum with spring aluminum alloy leaves and rubber feet.

A Desk Rack is available, to affix any Sorter to a desk.

STYLE	SIZE	LENGTH	WEIGHT
L-31	Letters	28"	24 oz.
C-31	Cards, Checks	25"	18 oz.
C-21	Checks	16"	12 oz.

If your dealer doesn't have the Amfile Sorter in stock, send his name and we'll see that you are supplied promptly.

Write for illustrated circular

AMBERG FILE & INDEX CO.
Filing Specialties since 1868
1601 DUANE BLVD., KANKAKEE, ILL.

Systems
Sorting
Service

AUTOCOPY Duplicator Fluid

For brighter, clearer copies —longer runs! Instant drying prevents offsetting. Non-injurious to machines. Practically odorless. Available in 1 gal. cans or 54 gal. drums. Dealers write for complete catalog!

SPECIAL DISCOUNT NOTICE

Due to our newly installed 5,000 gallon tanks and modern up-to-date equipment in the manufacture of duplicator fluid for all types of duplicator machines, we offer the Stationers and Dealers special discounts on the one (1) Gallon Cans and 54 Gallon Drums of AUTOCOPY Duplicator Fluid.

Our lithograph cans or your own can —you supply the labels. Write now for our special discount sheet.

AUTOCOPY, INCORPORATED
12150 South Peoria St., Chicago 43, Ill.
150 West 26th Street, New York 1, N. Y.

Now to serve you better...

THIS IS *Hano*

New Mt. Olive, Illinois Branch Plant Opened

To provide the fast, complete service for dealers that is such an important part of Hano policy, we have opened our new Mt. Olive plant where manufacturing, shipping and other service facilities are now starting operation. Now being equipped with modern Hano machinery and staffed with men who have dealer know-how, the new Mt. Olive plant will help Hano dealers provide better service and realize better profits.

Complete shipping service for Hano dealers on . . .

- Autographic Registers and Forms
- Snap-a-Part Forms
- Continuous Forms
- Continuous Carbon Interleaved Forms
- Tabulating Forms
- Stock Forms
- Record-keeping Accessories

INVITATION

Ask for the new 6-page folder "This is Hano" — judge for yourself how Hano Dealers make profits on the Complete Line. Some Dealerships open in the South, Southwest and Midwest for established stationers.

PRINTED MANIFOLD SYSTEMS SINCE 1888

PHILIP *Hano Company* INC.

General and Sales Offices: HOLYOKE, MASSACHUSETTS

Warehouse and Branch Plant MT. OLIVE, ILLINOIS

key operations of an experienced operator, without the possibility of human error. Rubber-tipped keybars are connected to individual pneumatic bellows that open and close according to the coded perforations on the problem record roll. The pneumatic system used in the tester is similar to the Auto-typist mechanism.

PACKAGED, PRICED TAGS

Dennison Mfg. Co., Framingham, Mass., is pre-packaging Shipping Tags, Marking, Metal Rim, Printed Sales, Identification, and Waterproof Locker Tags in strong, transparent polyethylene bags. The Dennison Vue-Pakt line includes 28 numbers in popular styles, colors, and sizes. Packages contain 50 or 100 tags; retail prices range from 40c to $1. Particularly suited for self-selling, Dennison Vue-Pakt units feature attractively printed and price-marked bag tops. The top is punched so bags can be hung on rack or hook displays. Vue-Pakt tags eliminate loss

The MODERN Cover for the MODERN office!

Fits Any Machine Folds Flat Instantly

"FITS-ALL"

the FOLD-AWAY Office Machine Cover

Handiest, handsomest cover you've ever seen! Unique pleated construction fits practically every type of office machine . . . goes on and off in an instant . . . folds flat for neat, compact storing when not in use. Featherweight, long-lasting, economical.
Fits typewriters up to 14 inches . . . office machines up to 22 inches wide on short length. Special sizes available.

At better Office Supply Dealers

Mfd. and Distr. by

BUDLEW PRODUCTS CO.

Div. of MAUREEN MFG. CO.
Dept. M
3535 W. Cortland St., Chicago 47, Ill.
Formerly Mfd. by Finke Mfg. Co., Aurora, Ill.

through handling, soiling and broken lots. The easy-to-handle packages are equally desirable for bin, counter or pegboard

displays. The new packages provide convenient retail units for increased turnover and profits through impulse and reminder sales.

MULTIPLE STAMP

Osmond Pence & Assoc., Box 1591, Little Rock, Ark., makes a Daily Dozen

Rubber Stamp which contains 12 changeable 1½" lines for use in mailing, banking and billing. Stamp costs $1.98.

DESIGN OF SAFE INTERIORS

Meilink Steel Safe Co., 1672 Oakwood Ave., Toledo 6, Ohio, offers dealers a free interior design service to aid their customers obtain the best utilization of space in a safe. Dealer submits customer's requirements, model and color of

FOR HUNDREDS OF PERFECT COPIES . . .
HEYER CONQUEROR
SPIRIT
DUPLICATOR
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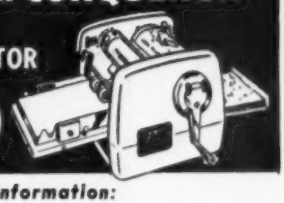

Write for information:
The HEYER Corp., 1821 S. Kostner, Chicago 23, Ill.

Typewriter
PARTS
Illustrated price list on request
•
ROY B. LEE
Box 7015, Roseville Station
Newark 7, N. J.

MANUFACTURERS OF DURALUMINUM
MANY STYLES
HOLDERS
FOR HANDWRITTEN SNAPOUT FORMS
SAUNDERS
MFG. CO., INC.
P. O. BOX 243
WINTHROP, MAINE

3 PHONE PROBLEMS SOLVED—
1. *Safeguarding privacy.*
2. *Quieting the office.*
3. *Better hearing—noisy places.*

HUSH-A-PHONE
Model for all types of phones and dictating machines.
Write for Literature
HUSH-A-PHONE
65 Madison Ave.
Room 710
New York 16

It's As Simple As

To FIND FACTS FASTER with the NEW, MORE EFFICIENT Edge Punched Card Structures

- *At Less* **COST**
- *Less* **CODING**
- *Less* **GROOVING**
- *Less* **SORTING**
- *Less* **HANDLING**

MANUFACTURING • BUSINESS
SCIENCE • EDUCATION
ALL CAN SAVE MONEY — SAVE TIME — SAVE EFFORT WITH AN E-Z SORT SYSTEM.

SOLE MANUFACTURERS OF E-Z SORT SYSTEMS
THE MOST EFFICIENT MARGINALLY PUNCHED CARDS.

safe recommended, and receives a scaled drawing of the exact interior arrangement for the customer's specific needs. More about this free dealer service, called "Interiors Unlimited," can be had from above address.

PORTABLE TELEPHONE

Wheeler Insulated Wire Co., Div. of Sperry Rand Corp., 1106 E. Aurora St., Waterbury 20, Conn., makes the Communipak, a completely portable self-contained telephone communication unit designed for Civil Defense, emergency, and a wide range of special service and field uses. This compact unit consists of a lightweight heavy duty cable reel holding up to 400 ft. of rubber-covered telephone cable and supplied basically

with 250 ft. of cable installed and two Wheeler sound powered electric telephone handsets. The equipment is always instantly ready for service, requiring no batteries and no connections to outside power sources. The voice itself generates the electricity required for its transmission. Since there are no parts subject to deterioration, Communipak units can remain on "standby" indefinitely with assured availability when needed. Heavy duty slip-ring connections provide for two-way conversation even

National Biscuit Co. uses The DENOMINATOR to analyze National Sales!

National Biscuit Co.'s Philadelphia Distribution Depot showing two 60 Unit, 5 Step Denominators.

How many Ritz Crackers, Premium Saltine Crackers, Fig Newtons Cakes, etc., were sold by National Biscuit Co. today? To answer the question accurately, tabulating clerks in each district office—working from agency sales sheets—quickly and easily record the units sold on The DENOMINATOR by kind or type.

Daily totals are subsequently recapped into weekly and monthly summaries for review by Management.

What's your counting-sorting problem? For further details and literature write Dept. O-51.

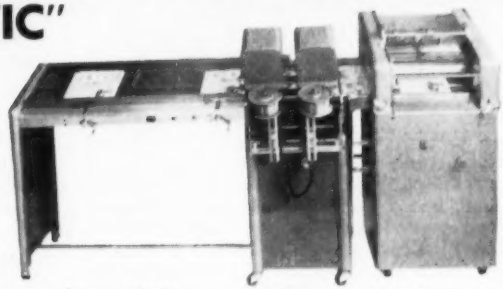
The DENOMINATOR COMPANY, Inc.
261 BROADWAY, NEW YORK 7, N. Y.
Manufacturers of Tabulating Machines for 40 years

JCM JCM JCM JCM JCM JCM JCM JCM JCM JCM JCM JCM JCM JCM JCM JCM

"BINDERY MAGIC" with the New JCM "BINDER-MATIC"

MAKES FINISHED BOOKLETS IN SINGLE OPERATION!

Jogs . . . Stitches . . . Folds . . . Pre-Gathered Sheets



LATEST JCM ACHIEVEMENT to help you save bindery costs! "BINDER-MATIC" combines with your present hand or machine collating. Just *throw* in gathered sheets, and this almost *magical* machine jogs, stitches and folds them into a finished booklet in *seconds!* Even handles different colors and weights. Jogger, folder, stitcher may also be operated independently of each other. Compact, rugged construction . . . attractive grey Hammerloid finish.

- **SPEED—up to 4000 per hr.**
- **SIZE—6" x 7" to 11" x 17"**
- **CAPACITY up to 64 pages**
- **STOCK—all types, 12-100 lb.**
- **FOLDS—blade, accordion, tuck-in, parallel fold**
- **SIZE: 6 ft. long, 28" wide**

WRITE TODAY for full details and prices!

J. CURRY MENDES CORPORATION
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Western Offices and Plant:
500 S. Clinton St., Chicago, Ill.
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West Coast Offices:
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FILE 'EM FASTER...
FIND 'EM FASTER!

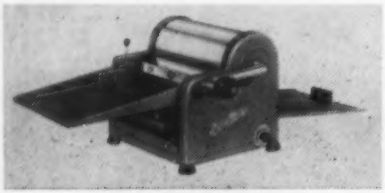
MIM-E-O

VERTICAL STENCIL, NEGATIVE & MASTER

FILES

SIMPLIFY your filing of Stencils, Offset Negatives and Masters! Patented MIMEO Spring Clips hold *2 at a time* . . . save space, identify contents at a glance. A size for every office, to hold from 50 to 1000 units. WRITE TODAY for illustrated Brochure.

MIM·E·O STENCIL FILES CO.
1219-21 W. Chestnut St., Chicago 22, Ill.



A fine low cost spirit duplicator only $74.50 plus $4.47 tax complete wtih free supplies. Prints post card to legal size 8½ x 14 in from 1 to 5 colors at one time. 40 to 60 copies per minute. Prints without ink and over 300 copies from one master. Also supplies fluid—stencils—masters—colored carbon paper—printed masters—stainless masters.

Write For Free Booklet

SPEEDLINER COMPANY
4404 N. Ravenswood Ave. Chicago 40, Ill.
LOngbeach 1-3938

SPACE SAVER
secra-type
by WORDEN of HOLLAND

242 ST Desk 42" x 32"
Patent No. 2133807

WRITE FOR CATALOG AND DETAILS

the **WORDEN** *company*
HOLLAND MICHIGAN

WHEN THE ORDERS POUR IN...
CAN YOU GET THEM OUT?

There's big business ahead and with the scarcity of good office help many offices are getting snowed under. Do you know the new equipment and techniques that enable fewer people to handle more volume? Learn all about them at the

NATIONAL BUSINESS SHOW
OCT. 24th THRU 28th, 1955 1-10 PM DAILY
RUDOLPH LANG, Managing Director
33 West 42nd Street • New York 36, New York

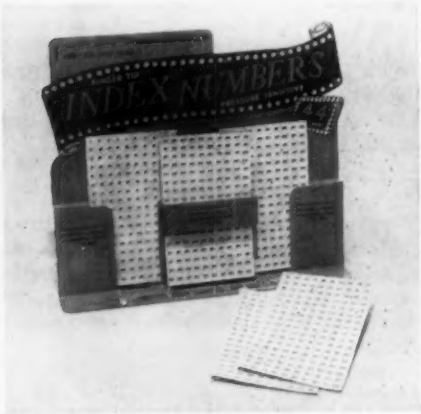
while cable is being unreeled. All parts and components are of standard commercial telephone quality, well able to stand up in constant field service. Telephone parts are of moisture- and corrosion-resistant construction throughout. Literature from above address.

BANK BOOKKEEPING SYSTEM

Burroughs Corp., Detroit, Mich.; Todd Co., Rochester, N. Y., and Addressograph-Multigraph Corp., Cleveland, Ohio, jointly announced an automatic bank bookkeeping system which uses an invisible code placed on checks as a by-product of regular printing. Machines automatically read this code to sort checks. Amounts can be coded on checks as a by-product of proving. Simple automation methods will be available to small banks and fully electronic systems for larger institutions.

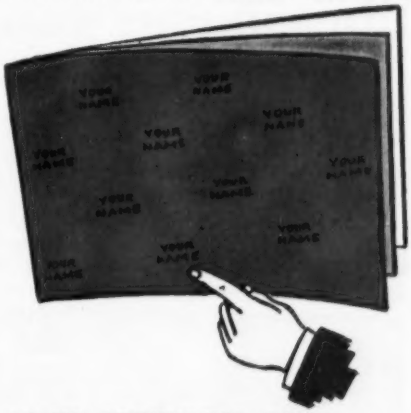
INDEX NUMBER TABS

Universal Color Slides Co., 132 West 32nd St., New York 1, N. Y., makes a line of Universal Index Number tabs which are pre-perforated and pressure-sensitive to stick to any surface without



moistening, for filing, indexing and cataloging. They are easily picked up from the protective backing, and can be removed and transferred many times. Printed in consecutive order, from 1 to 850, with 170 to a sheet, in red, green,

Spirit MASTER UNITS or CARBON PAPER now IMPRINTED with your PRIVATE BRAND NAME



AT NO ADDITIONAL COST OTHER THAN ART AND PLATES

Duplicating carbons should produce the same number of sharp, clear copies every time. You can depend on the *uniform* high quality of Colonial carbons—because for years Colonial has *specialized* in the manufacture of spirit master units, spirit carbons, gelatin carbons and related duplicating supplies. Colonial carbons give longer runs, clearer copies, and above all, *uniform* results.

Send us a sample of your imprint—a rough sketch will do—for quotations.

Colonial CARBON COMPANY

GENERAL OFFICES • SKOKIE, ILL.

MAIL BAGS
SECURITY BRAND
Complete Line of
DELUXE ALL LEATHER
or CANVAS & LEATHER
Mail Bags For Your
Select Clientele
WRITE FOR CIRCULAR
CAN-PRO Corp.
30 E McWILLIAMS ST.
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For Your Annual
TYPEWRITER ROLLER CHANGE
FUTURISTIC
5 STAR PLATEN
Insist on a
"Futuristic"
5-Star Platen
for
Best Results
Manufactured and Distributed to
Office Machine Dealers by
AMES SUPPLY COMPANY
Contact your Local Typewriter Dealer

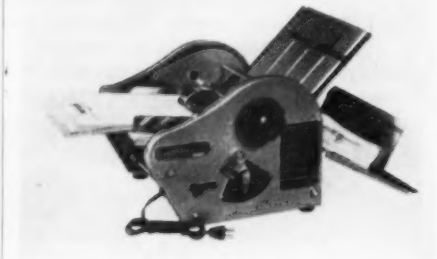
COTTERMAN TUBULAR
WELDED STEEL
SAFETY LADDERS
For Filing Rooms,
Stock Rooms, Vaults.
Strong—Easy to Move,
Easy to Climb.
Mounted on Swivel Brake Casters which allow the ladder to be rolled freely when no one is on it. When you step on the ladder the rubber cushioned legs rest on the floor and prevent rolling. Made in 7 heights—3 widths. Send for Circular 53-O and prices.
I. D. COTTERMAN, Mfr.
4535 N. Ravenswood Ave.
Chicago 40, Ill.

Genuine Engraved Letterheads
FREE DESIGN
FREE PROOFS
FREE DIE
$12.00 FOR 1000
JUST MAIL US YOUR LETTERHEAD. PROOF MAILED WITHIN 5 DAYS. NO OBLIGATION.
Dewberry Engraving Co.
801 SO. 20TH STREET · BIRMINGHAM 5, ALABAMA
America's Largest Engraver of Fine Stationery

blue, orange and black. Each sheet is enclosed in a transparent envelope for protection and identification, retails at 44c a sheet. An attractive, colorful counter display-merchandiser is included free with a minimum order of 36 sheets.

FOLDING MACHINE

Print-O-Matic Co., 724 W. Washington Blvd., Chicago 6, Ill., makes the Model FH-4 Fold-O-Matic electric desk model folding machine which is the size of a typewriter and will fold 120 letters in less than a minute for No. 10 envelopes.



It will also fold for smaller envelopes and has a vertical creaser which eliminates two operations to make a vertical fold. Adjustable for sheets from 5" x 5" to 8½" x 14". Anyone can operate it. Sturdily built of steel, machine is 18" x 14" x 12", weighs 32 lbs., lists at only $169.

PUNCHED CHECK FORMS

American Lithofold Corp., 500 Bittner St., St. Louis 15, Mo., makes pre-punched voucher checks printed on tabulating cards. Actually part of one-time carbon voucher sets, the check is designed to reduce check reconcilement expense. It permits users to take advantage of account reconciliation service offered by many banks at no extra cost, or to utilize their own tabulating equipment for this job. While many firms have been using checks suited for bank tabulating, this card type voucher check in single carbon sets is for any typewriter or bookkeeping machine. Checks are returned from the

Mistakes You Can Forget About!

The better and faster you can correct mistakes, the sooner you can forget about them! You don't do this with inefficient erasers: Girls take more time to correct typing and shorthand errors, to remove originals and carbons from machines: often have to do work over.

By contrast you SAVE with Weldon Roberts Erasers. Exactly suited shapes and textures for your requirements, calm stenos' jitters, whisk away errors quickly, cleanly. ASK YOUR DEALER.

WELDON ROBERTS RUBBER CO., 365 Sixth Ave., Newark 7, N.J.

World's Foremost Eraser Specialists

JET ERASER. Convenient, cylindrical stick eraser in attractive, transparent holder. Tip unscrews so eraser can be moved outward. Pocket clip style: No. 825, red rubber, for pencil erasing; No. 827, gray rubber, for erasing ink and typewriting. Whisk Brush style for typists: No. 8250 (red) and No. 8270 (gray).

Weldon Roberts Erasers

Correct Mistakes in Any Language

3 POPULAR LABELING PRODUCTS

Perma-Stik

IT STAYS PUT

PERMA-STIK, the self-adhesive tube or strip-like label holder that is now open on three sides for greater utility. It will hold a card many times its own width. Very easy to use.

FOR BINS AND SHELVES—Available in three sizes.

PS-½ ½"x6" 30c per ft. PS-¾ ¾"x6" 35c per ft.

PS-1 1" x 6" 40c per ft.

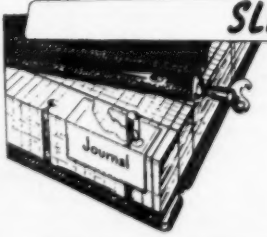
FOR RING BINDERS

Smooth finished, durable metal construction—celluloid window protects and keeps label clean. Neat uniform appearance—lasts indefinitely.

SO-1 for 1" Ring Books.....25c each

SO-1½ for 1½" Ring Books 30c SO-2 for 2" Ring Books 35c

SLIP-ON LABEL HOLDERS



FOR POST BINDERS

There is a Vinyl Plastic Label Holder for every type of open back binder. Will not warp or curl—made to Slip-On any size post.

PBS—½" x 2½" .....$0.20 each

PBM—1" x 2½" .....25 each

PBL—2" x 2½" .....30 each

OFFICE PRODUCTS, INC.

9920 Freeland Ave. Detroit 27, Michigan

West Coast Distributor: Arch K. Ansty
171 2nd St., San Francisco 5

NEED VACATION HELP ?

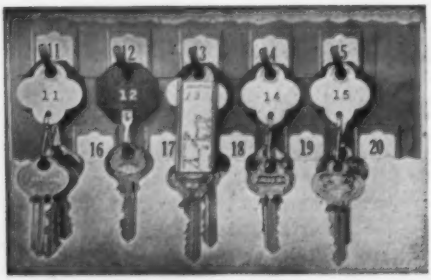
Just Phone Manpower, Inc.

We'll send you our bonded, insured employees to get your jobs done while your girls are on vacation. We pay them . . . handle all details . . . save you money. Quit worrying — enjoy your own vacation.

Call nearest office

manpower, inc.®

Dept. T.O.-7, Milwaukee 3, Wis.
Nation's Largest Complete Business Service
Over 50 offices Coast to Coast



not quite a complete picture . . .

because we can't illustrate the unparalleled convenience and maintenance economy, plus the maximum security, offered by TelKee—the only really "complete" key control system—or that it's so easy to set up and operate too. But we can give you all the facts if you send for our FREE catalog No. O-21 today!

TELKEE

The **MOORE KEY CONTROL®** *Systems*

P. O. MOORE, INC. 300 FOURTH AVENUE, NEW YORK 10, N. Y.

INDEXING OUTGROWN?

Bring it up to date with . . .

Smith's OPNWINDO Steel Guides

Ideal for expanding outgrown filing systems. This movable clamp-on guide has 1001 other office uses to save time and improve your filing.

Available in 1 or 2 inch widths. Packed 25 to box with labels in strips for easy typing. Also alphabetic labels to 200 subdivisions.

See Your Office Supply Dealer or Write

CHARLES C. SMITH, INC.
EXETER, NEBRASKA

For More Than 50 Years a Complete Line of Time-Saving Signals and Indexes

J.A. HEINRICH
DANKERS
HAMBURG 11
GERMANY (Western Zone) establ. 1905

PARTS
PLATENS
TOOLS
ACCESSORIES

for all office machines

bank in numerical order with a tabulated list showing which checks are cleared and those outstanding. Bank reconcilement service also includes key-punching the amount into the card.

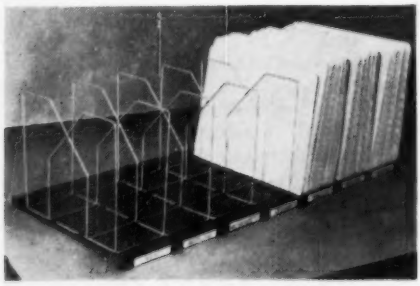
FOLDING LECTERN

Detroit Lectern Co., 13336 Kercheval Ave., Detroit 15, Mich., makes a lightweight, folding table lectern. It can be easily carried by a speaker and set up

anywhere. Lectern is made of plywood, properly proportioned and attractively finished; costs $19.75. Canvas carrying case is $7.50.

SHELF-FILE UNIT

Cel-U-Dex Corp., 1 Main St., Brooklyn 1, N. Y., makes Shel-File units in letter (12″ wide) and legal (15″ wide) sizes and in lengths of 18″, 24″, 30″ and 36″



for all standard shelving. Each Shel-File unit is shipped knocked down and is easy to assemble by snapping the partitions into the steel base. A supply of Hol-Dex pressure-sensitive label holders is included for indexing. Literature from above address.

Customers tell us our Pull Fasteners are fun as well as useful

Schlegel Pull Fasteners are lengths of tough ribbon tape, looped and held with a sturdy washer and two knots.

They're ingenious things used since 1925 by lawyers, banks, architects, railroads, offices of all kinds to keep correspondence, records, and drawings *together*.

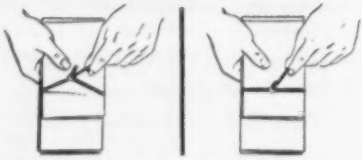
Easy to use—They slip tight, hold fast, loosen in a jiffy—but only when you want them to.

They keep papers together without tearing or crimping edges, in fact—they keep all kinds of things together.

But, Schlegel Pull Fasteners will not fire spitballs, cannot sting youthful secretaries, have no known office sporting value.

They come in 14 sizes, cost almost nothing, last so long it's hard to measure their life. Mail your orders.

How Schlegel Pull Fasteners Work



Schlegel MANUFACTURING COMPANY

Rochester 7, N. Y.
Oakville, Ont., Can.

Industrial Textiles Since 1885
"Complete engineering service against weather"

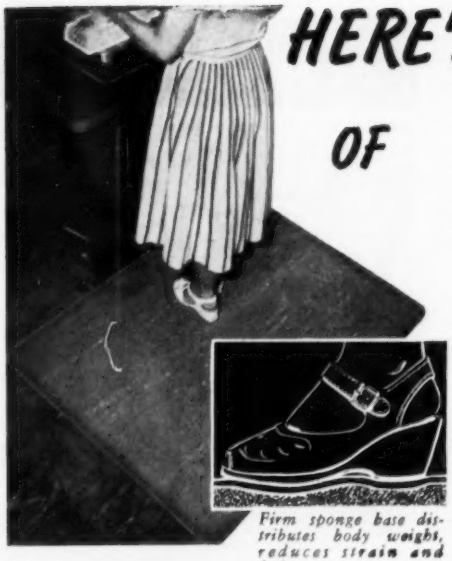
OFFSET PLATEMAKER

American Type Founders, 209 Elmora St., Elizabeth, N. J., makes the ATF Mastercraft Platemaker which combines vacuum printing frame, rub-up table and stripping table. It takes plates up to 27¾″ x 39¾″ and has an illumination integrator which compensates for any variation in light intensity, due to any cause, automatically shortening or

lengthening the exposure. Exactly the same amount of light for any given time is always assured regardless of variables sometimes encountered with a timer measuring only the time. This means better plates. The rub-up table is used to desensitize presensitized plates. Entire unit is 61″ wide, 45″ deep and 42½″ high; attractively finished in durable green metallic that is easy to keep clean. It requires a lower investment than would three separate units, takes less space and reduces operator motions. Illustrated descriptive literature on this and other offset equipment is free from above address.

TRANSFER FILE COSTS

Werner's Mfg. Co., Box 697, Lodi, Calif., offers a free booklet comparing the costs of steel transfer files, cardboard transfer files and cheap filing cabinets. The booklet discusses the use of the various types of files, pointing out the benefits of each.



Firm sponge base distributes body weight, reduces strain and fatigue.

HERE'S THE SECRET!

OF

–INCREASED EFFICIENCY
–REDUCED FATIGUE
–GREATER WORKING COMFORT

Foot Comfort Cushions pay for themselves wherever people must work standing. It really is no secret but just common sense that, by helping to relieve bodily strain and tensions, they enable users to work in greater comfort. Fatigue is reduced with a resulting increase in efficiency.

Foot Comfort Cushions have a firm molded sponge rubber base which cushions and distributes body weight. The surface is smooth, colorful, marbleized rubber tile lifetime-bonded to the sponge base. All edges are beveled for safety and appearance. Foot Comfort Cushions are available in 8 marbleized color combinations. Colors go clear through the tile and cannot wear off.

MATS: 18 x 30", 18 x 48", 24 x 36", 36 x 64"
RUNNERS: TO 36" width, any length.

See your BANK OUTFITTER or OFFICE SUPPLY DEALER, or write: FLOORING DIV., Dept. C-7 for prices and literature.

The Hygienic Dental Manufacturing Co., Akron 8, Ohio, U.S.A.

ENGINEERED FOR THE REQUIREMENTS OF BUSINESS MACHINE SERVICE

A Lamb Electric Motor is your assurance of long, trouble-free operation in business machines because (1) the motor is specially engineered for the application, thereby providing exact mechanical and electrical requirements (2) it is built of quality materials to the highest manufacturing standards (3) it represents 38 years of experience in the small motor field.

The Lamb Electric Company • Kent, Ohio

In Canada: Lamb Electric — Division of Sangamo Company Ltd. — Leaside, Ont.

Lamb Electric

SPECIAL APPLICATION FRACTIONAL HORSEPOWER **MOTORS**

The Handiest Gadget

precision pencil sharpener and tape dispenser "COMBI"

A new idea in a desk accessory for OFFICE or HOME.

Any small roll of tape will fit into the base (up to ¾" width).

A most practical combination for EVERY DESK—a perfect point with a twist of the wrist. Ask your stationer, or write to

FRED BAUMGARTEN, Dept. X-7, STATION F, ATLANTA, GA.

RITE-LINE COPYHOLDER

WITH THE NEW TELESCOPIC EYEGUIDE

Accommodates all widths of copy from a machine tape to 20 inches. Price, including the new Telescopic Eyeguide: **$17.75** TAX EXTRA

FREE TRIAL OFFER. Write, asking us to send you a RITE-LINE Copyholder with the understanding you may return it without charge within ten days.

RITE-LINE CORP. 4209 39th Street, N.W. Washington 16, D.C.

SLASH MASKING and SET UP TIME

with the

BASE LINE MASKING SHEET!

Try 5 Sample Sheets FREE!

For MULTILITHS No. 1200, 1300, 50 DAVIDSON No. 221

NOW mask negatives in two minutes, pre-setting the plate image within ⅛" of correct position! It's easy with the precision-ruled BASE LINE MASKING SHEET! Slashes press set-up time, boosts output, cuts costs! Hundreds of users, coast to coast. WRITE for free samples, mentioning make and model press!

LITHO ENGINEERING & RESEARCH
3237 Eastlake Ave. Seattle 2, Wash.

INTRODUCING ... Two keytops that will fit **all** typewriters listed. **You** profit, by cutting your inventory and save more on the **low** prices.

The new "UNIVERSAL" (left) for—Remington 17, KMC, Superwriter, Noiseless; Underwood Noiseless; L. C. Smith 2A, 6A, 7A, 8A; Royal KMM, KMG, HH; Underwood SS, 150; R. C. Allen and I.B.M. In green only.

The "KEY COVER" (right) for—Remington 10, 12, 16; L. C. Smith 8 to 1A; Royal X, SX, K, KHM, KMM; Underwood 5, 6, 11, M, S; Woodstock. In grey, green.

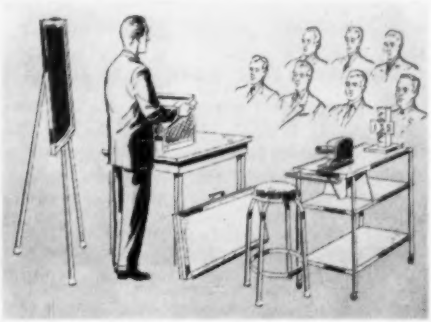
PRICE—1 set, $2.25; 12 sets, $2.00 ea.; 50 sets, $1.95 ea.; 100 sets, $1.80 ea.

No discounts under 12 sets of any one style.

PEARL ENGRAVING CORP.
36 West 29th Street, New York 1, N.Y.

LECTURE EQUIPMENT

Reynolds Metals Co., 2500 South 3rd St., Louisville 1, Ky., offers a free booklet containing plans and instructions for making lecterns, flannel board, carrying



cases, easels, stool, projection stand and speaker's timer. All equipment, made from Do-It-Yourself Aluminum, is attractive, economical and portable.

INDEX GUIDES

Charles C. Smith, Inc., Exeter, Nebr., announces a wood display rack for dealers which contains a selection of 1″

and 2″ Opnwindo Guides. Each box of 25 guides contains plastic windows and blank labels in perforated strips for

If you knew he was coming YOU'D HAVE BAKED A CAKE

As a Secretary who takes pride in her work, you are naturally grateful to the Salesman for introducing you to

PEERLESS IMPERIAL

NO CURL NO SMUDGE

CARBON PAPER

Because this fine carbon is so clean, so sharp—with a wonderful extension end that makes handling easy *without soiling your fingers.* In case the Salesman does not show up today, telephone your Dealer or write to us for free sample sheets.

PEERLESS IMPERIAL CO., Inc.

General Office and Factory:

36 Peerless Place, Newark 5, New Jersey

N.Y. Office: 13; 110 Franklin St.

Detroit 18, 37 Linden St., River Rouge, Michigan

typing. There are also guides with alphabetic labels inserted, for either top or side reading. A sample card displays a few of the guides and a listing of the most popular guide sizes appears on the reverse of the card for salesperson's reference. Additional information from above address.

TYPEWRITER FANFOLD FEED

Moderne Forretningsutstyr A. S., Domkirkegt. 3, Bergen, Norway, makes the Speed-Form typewriter attachment for feeding continuous fanfold forms. It can be used on any standard typewriter or billing machine and loads 250 carbon-interleaved forms. Anyone can operate the Speed-Form and its light weight

will not affect operation of the writing machine. Smooth performance is assured by ball bearing runners on stainless steel rods. The typewriter may be used for ordinary typing whenever desired because the Speed-Form can be quickly detached and placed behind the machine. Forms dealers are invited to write above address for further information.

WHEN YOU CHANGE YOUR ADDRESS send us both old and new addresses. If we receive change less than six weeks in advance, there's an issue on its way to your old address. The post office does not forward copies unless you provide forwarding postage.

TYPE CLEANING MADE EASIER

Typists and business machine operators want *Norta Plastic Type Cleaner —It's easy to use—no mess —no liquids to spill.

CLEANS
• Typewriters
• Billing Machines
• Adding Machines
• Addressing Plates
• Marking Devices, etc.

*NORTA THE ORIGINAL PLASTIC TYPE CLEANER

Free sample sent upon request write to

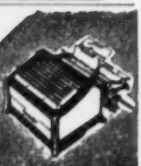
NORTA DISTRIBUTING COMPANY
1165 Broadway, New York 1, N. Y.

PARTS
TYPE
TOOLS

Wilhelm Dreusicke & Co. K.G.
BERLIN W35 BRIT-SEKTOR
LUTZOWSTRASSE 3

Burroughs

Select Rough — Rebuilt

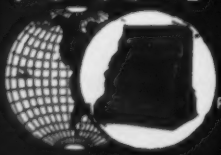


• Bookkeeping
• Calculating
• Accounting
• Adding and Billing machines bought, sold, rented, repaired or reconditioned. Write for current prices.

ACME
ADDING MACHINE SERVICE & SALES
Since 1927
480 BROADWAY, NEW YORK 13, N.Y.
WO 4-1240 • cable: Hudymach

CASH REGISTER
PARTS

WORLD WIDE SERVICE



HIGHEST QUALITY PRODUCTS

NEW ADDRESS:
International Cash Register & Parts Co.
207 E. EVERGREEN ST., MT. PROSPECT, ILL.

"Paper Punches Every Office Needs!"

CLIX

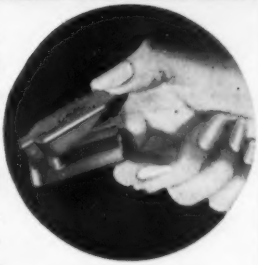
3-HOLE PAPER PUNCH

Simplest, surest paper punch made. Punches all 3 holes for 3-ring binder sheets at a single squeeze. No adjustments to make, no gauges to set, no places to mark. Insert sheets and squeeze! Weighs less than 16 ounces; fits brief case or desk drawer. $3.75 list.

MODEL 3 . . Punches 3 holes ¼" dia., spaced 4¼" on centers, ¼" from back binding edge — standard spacing 11" x 8½" sheets.

CLIX

1-HOLE PAPER PUNCH



Personal paper punch for individuals, home, office and industry. Light pressure of thumb punches clean ¼" hole instantly in paper, light cardboard, etc. Ideal for punching tickets, tags, restaurant checks. 24 in counter display carton. 60 cent list.

MODEL 100 . . . Punches ¼" hole, ¼" from binding edge.

Clix PAPER PUNCH

Order from your Stationer or Office Supply Dealer

NEW ENGLAND PAPER PUNCH CO., NATICK, MASSACHUSETTS

WESTERN REP.—HARRY HENKEL ASSOC., 1355 MARKET ST., SAN FRANCISCO

BLITZ

Your paperwork problems with an integrated management service. A plan that offers all or any one of the following services to assure your company timely quality paperwork at minimum costs:

PAPERWORK MANAGEMENT AND WORK SIMPLIFICATION SEMINARS

SYSTEMS FOR:
Forms Control and Design
Reports Control
Correspondence Management
Operating and Policy Manuals
Mail and Files
Streamlining Creation of Records
Proper Use of Office Equipment and Space
Disposing Non-Current Records
Operating Record Depositories

WRITE MILTON REITZFELD, PAPERWORK SPECIALIST, AT:

2233 Baylis Avenue
Elmont, New York

NEWS of the Office

CIA Officers

Robert N. Wallis

Robert N. Wallis, treasurer, Dennison Mfg. Co., Framingham, Mass., has been elected president of the Controllers Institute of America, effective Sept. 1. He will succeed C. R. Fay, vice president and controller, Pittsburgh Plate Glass Co., who will become chairman of CIA's board of directors. Stuart W. McLaughlin, controller, West Virginia Pulp & Paper Co., New York, was re-elected treasurer, and Herbert M. Kelton, treasurer, United States Rubber Co., that city, was named assistant treasurer. Paul Haase, managing director, was reelected secretary.

IASA Elects Officers

James B. Clancy

The Insurance Accounting & Statistical Assn. elected James B. Clancy, who is secretary of Royal-Liverpool Insurance Group, president at its annual conference. Vice presidents are Gordon W. Thompson, Acacia Mutual Life Insurance Co.; Paul Judah, Businessmen's Assurance Co.; Carl S. Jones, Indiana Lumbermen's Mutual Insurance Co.; William D. Babcock Jr., Keystone Automobile Club Casualty Co.; Matthew Rodermund, Interboro Mutual Indemnity Insurance Co.

Middle Management Courses

New York University begins the ninth session of its Middle Management Development Program Sept. 27. The program is subscribed to by a number of companies to develop executives for the middle and upper levels. Sessions are one evening weekly for 14 weeks; fee is $200.

Coen Joins NABAC

Charles D. Coen, formerly auditor, National Bank & Trust Co. of South Bend, Ind., joined the headquarters staff of the National Assn. of Bank Auditors & Controllers as assistant in the technical division. The addition of this newest staff member is a further step in the association's program for expanded service to member banks.

Sylvania's Data Processing

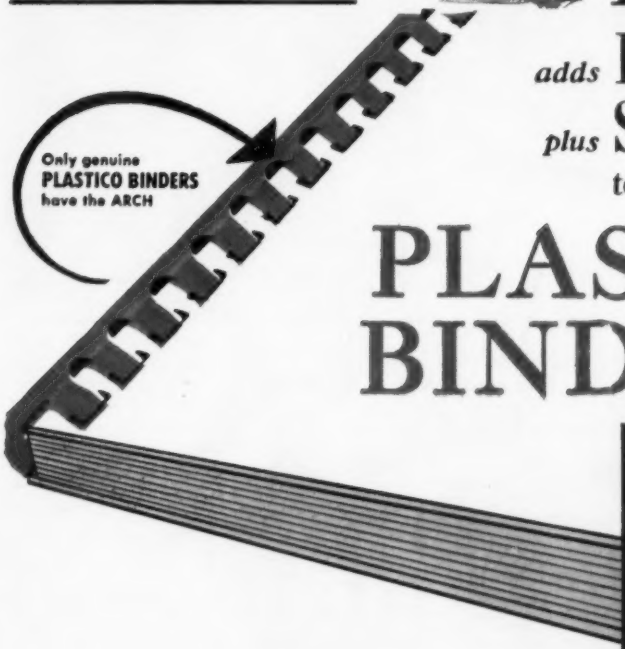
Appointment of Edgar G. Dunn as manager of the Data Processing Center of Sylvania Electric Products Inc., was announced by Leon C. Guest Jr., Sylvania controller. The center is in Camillus, N. Y., and construction will begin this month for partial operation by the first of the year. Mr. Dunn, who was manager of internal auditing, will be responsible for the operation of the processing and 12,000-mile private communication system linking 51 locations across the country. These plants, laboratories, sales offices, warehouses, division headquarters and executive offices will feed financial and production data to the center, where it will be summarized instantly for management. Center will have a Remington Rand Univac to process orders and billing, payables, general and cost account-

exclusive

"ARCH DESIGN"

adds **Beauty**
plus **Stamina**
to

PLASTICO BINDINGS



for sales literature that's "BOUND TO SELL"...

With colorful PLASTICO BINDERS, your catalogs and sales presentations carry extra sales-power through prestige appearance plus practical *showmanship*.

PLASTICO-bound books *open flat* and *lie flat*, no matter how big or thick . . . display their contents with *full-spread* effectiveness. Ideal for reference or demonstration—in every size from pocket lists to king-size swatch samplers.

WRITE TODAY for full information, plus name and address of Plastico Licensee nearest you . . . to improve your

• ***FINANCIAL STATEMENTS*** • ***ANNUAL REPORTS*** • ***SALESMEN'S MANUALS*** • ***PRESENTATIONS*** • ***CATALOGS*** • ***PRICE LISTS*** • ***APPLICATION CHARTS*** • ***BROCHURES*** • ***SWATCH BOOKS***

PLASTIC BINDING CORPORATION

Originators of Plastic Binding in America

732 SHERMAN ST. • CHICAGO 5, ILL.
15 W. 24th ST. • NEW YORK 10, N. Y.

Ask for PLASTICO BINDERS By Name

"...and you'll be using a new Clary Adding Machine"

Over 150,000 modern firms are learning that Clary is a definite *plus* in getting a topnotch office girl, and keeping her.

For no other adding machine makes her job a joy quite like a new Clary 10-Key or Full Key. Clary's powerized controls answer her slightest touch. Never have multiplication and division been made so easy for her. And fast as her fingers may fly, they cannot outspeed the Clary keyboard. (She may not realize this, but "under the hood" of her beautiful Clary is some pretty wonderful engineering.)

By 5 p.m. she and her Clary have done a record day's work, yet she's still morning fresh for her dinner date. Important to you...*very* important to her!

Look in the yellow pages for your nearest Clary dealer or Factory Branch Office. Call for a demonstration!

Send for "HOW TO LIVE BETTER ON WHAT YOU MAKE." It's free! Write Clary Corporation Dept. O-75, San Gabriel, California

CREATOR OF MODERN COMPUTING MACHINES AND CASH REGISTERS FOR AMERICA AND THE WORLD

Office Executives Assn. of N. Y. signed to hold the National Business Show in the New York Coliseum in 1956. Seated are Alwyn W. Ogden, OEA president, and James F. Walsh representing the Coliseum. Standing: Charles B. Haverin, show committee chairman, and Rudolph Lang, managing director.

ing; research and engineering problems, including simulation; and market research.

Travelcards for Car Rental

The Hertz Rent A Car System will extend credit privileges to holders of Travelcards sponsored by the American Hotel Assn., it was announced jointly by Joseph J. Stedem, executive vice president of Hertz, Chicago, and Charles A. Horrworth, AHA executive vice president. More than 900 Hertz stations in over 600 cities throughout the U. S. and Canada will participate in the plan. There are about 50,000 company and personal Travelcards outstanding. The nationwide credit system is sponsored by more than 3,500 AHA members. Extending the cards' use to car rental will aid thousands of travelers, since about two-thirds of car renters are out-of-towners. The plan will simplify record keeping by businessmen who step off a train or plane into a rented car, and drive it as their own during their stay in a hotel. One Travelcard can be used for both purposes.

NSA to Hear U.S. Treasurer

Mrs. Ivy Baker Priest, Treasurer of the United States, will be the keynote speaker at the 10th annual national convention of National Secretaries Assn. in Chattanooga, July 20-23. Among the scheduled sessions will be a Plus Three Formula panel: secretary plus educator plus management equal success. Top representatives from business, education and the secretarial field will participate.

National Conference & Exhibit Calendar

American Assn. of Hospital Accountants, Indiana University, Bloomington, Ind., July 10-15.

National Secretaries Assn., Read House, Chattanooga, July 20-23.

Assn. for Computing Machinery, University of Pennsylvania, Philadelphia, Sept. 14-16.

National Stationery & Office Equipment Assn., Conrad Hilton Hotel, Chicago, Oct. 1-5.

National Assn. of Bank Auditors & Controllers, Denver, Oct. 10-13.

Systems & Procedures Assn. of America, Sheraton-Cadillac Hotel, Detroit, Oct. 10-12.

National Institute of Governmental Purchasing, Shoreham Hotel, Washington, D. C., Oct. 16-19.

National Business Show, 69th & 71st Regiment Armories, New York, Oct. 24-28.

Insurance Accountants Assn., Shoreham Hotel, Washington, D. C., Oct. 26-28.

National Business Forms Associates, Edgewater Gulf Hotel, Edgewater Park, Miss., Oct. 28-Nov. 3.

Controllers Institute of America, Statler Hotel, Los Angeles, Nov. 6-9.

Industrial Management Society Time and Motion Clinic, Sherman Hotel, Chicago, Nov. 9-11.

American Statistical Assn., Biltmore Hotel, New York, Dec. 27-30.

Average Standard Weekly Hours of Work and Straight-Time Weekly Pay.

	NEW YORK Hours	NEW YORK Pay	CHICAGO Hours	CHICAGO Pay
Men				
Clerks:				
Accounting, class A	36.5	$ 79.50	39.5	83.50
Accounting, class B	36.0	61.00	39.0	65.00
Order	37.0	74.00	40.0	81.00
Payroll	37.5	72.00	39.0	78.00
Office boys	36.5	44.00	38.5	50.00
Tabulating-machine operators	36.5	68.00	39.0	74.50
Women				
Billers, machine:				
Billing machine	36.5	60.00	39.5	60.00
Bookkeeping-machine	36.0	60.00	39.0	57.00
Bookkeeping-machine operators:				
Class A	36.5	64.00	39.0	71.50
Class B	36.0	55.50	38.5	60.00
Clerks:				
Accounting, class A	36.5	69.50	39.0	73.00
Accounting, class B	36.5	55.00	39.0	58.50
File, class A	36.5	59.50	38.5	59.50
File, class B	36.5	46.50	38.5	49.00
Order	37.0	57.50	39.5	59.50
Payroll	37.0	65.00	39.5	65.50
Comptometer operators	36.5	60.00	39.5	62.50
Duplicating-machine operators	36.0	51.50	39.0	55.50
Key-punch operators	36.5	54.50	38.5	60.50
Office girls	36.0	43.50	39.0	49.00
Secretaries	36.0	74.00	39.0	75.00
Stenographers, general	36.0	59.50	39.0	64.00
Switchboard operators	37.0	59.00	39.5	59.50
Switchboard operator-receptionists	37.5	56.50	39.0	59.00
Tabulating-machine operators	36.5	62.50	38.0	66.50
Transcribing-machine operators	36.0	59.00	39.0	60.00
Typists:				
Class A	36.0	57.50	39.0	62.50
Class B	36.5	50.50	39.0	53.00

The above are preliminary 1955 figures just released by the regional directors of the U. S. Department of Labor's Bureau of Labor Statistics in the above cities. A final report, giving more detailed analysis of some 17 labor market's wage and salary structures, and containing information on supplementary benefits and personnel practices, will be available later in the year.

A report on wage differences and employment practices for 17 labor markets in 1953-54 is now available from the regional offices of the Dept. of Labor or the Government Printing Office, Washington 25, D.C. It is titled *Wage Differences and Establishment Practices, Bulletin 1173* and is 35c a copy.

ATLANTA Hours	Pay	LOS ANGELES Hours	Pay	PORTLAND, ORE. Hours	Pay
40.0	78.00	40.0	$81.50	40.0	$82.50
40.0	59.00	40.0	69.50	40.0	71.00
40.0	70.50	40.0	79.50	40.0	76.50
40.0	70.00	40.0	81.50	40.0	78.00
39.5	41.00	39.5	52.00	40.0	46.50
39.5	63.50	40.0	79.00	40.0	80.00
39.5	53.00	40.0	59.00	40.0	55.50
40.0	50.00	39.5	64.00	40.0	53.00
40.0	56.50	40.0	72.00	40.0	66.50
40.0	50.50	40.0	55.50	40.0	52.50
39.5	64.00	40.0	73.50	40.0	72.50
39.0	51.50	39.5	60.50	40.0	58.00
39.5	53.50	39.5	63.50	39.5	60.00
39.5	41.50	39.0	49.00	39.5	46.50
39.5	49.50	40.0	66.00	40.0	58.00
39.5	56.00	40.0	68.00	40.0	62.50
39.5	53.50	40.0	65.50	40.0	57.50
39.5	47.00	40.0	57.50	40.0	51.50
39.5	49.50	39.5	65.00	40.0	57.00
39.5	41.50	39.5	48.50	39.5	42.00
39.5	66.00	39.5	76.00	40.0	72.00
39.5	56.50	39.5	64.50	40.0	58.50
42.0	45.50	40.0	61.00	40.0	52.50
39.5	50.50	40.0	61.50	40.0	55.00
39.5	56.00	39.5	73.50	40.0	58.50
39.5	50.50	39.0	58.00	40.0	55.00
39.5	51.50	39.5	60.50	40.0	57.00
39.5	43.50	39.5	52.50	40.0	50.00

RELATIVE PAY LEVELS FOR OFFICE WORKERS IN ALL INDUSTRIES, 1953-54.
NEW YORK CITY = 100
(The following are index figures—not sums of money.)

AREA	TOTAL	MEN	WOMEN	AREA	TOTAL	MEN	WOMEN
Detroit	108	118	107	Denver	93	99	93
Los Angeles	107	114	106	Atlanta	92	99	91
Chicago	106	111	105	Minneapolis-St. Paul	91	99	90
San Francisco-Oakland	106	111	105	Philadelphia	91	99	90
NEW YORK CITY	100	100	100	Dallas	90	98	89
Newark-Jersey City	99	106	98	Boston	89	93	88
Milwaukee	98	108	97	Memphis	86	99	84
Portland, Oregon	98	106	97	New Orleans	86	93	85
St. Louis	95	104	94	Average of All Above	96	103	95

NEWS of the Industry

Pitney-Bowes Executives

William F. Bernart

Pitney-Bowes, Inc., announced that William F. Bernart, executive vice president, was elected to the new office of senior vice president and placed in charge of a new engineering division. John H. Pratt, Jr., vice president for manufacturing, was elected administrative vice president, also a new office. Frederick T. Allen, production manager, was elected vice president for manufacturing, succeeding Mr. Pratt. The elections were announced by Walter H. Wheeler Jr., president, who said that Mr. Bernart will continue to act for the president in his absence, but will have "as his primary responsibility the carrying of new products all the way from the conception stage to actual production."

Typewriter Sales Manager

Matthew E. Meek

Matthew E. Meek has been appointed national sales manager of Underwood Corporation's typewriter division. Before his new assignment to head up sales activities for the company's electric, manual and retail portable typewriters, Mr. Meek was assistant to the president. He joined Underwood as a receiving and delivery clerk in the New York office during the summer of 1948. Upon graduation from Yale University in 1949 he entered the Philadelphia service department and was later transferred to Scranton, Pa., as service supervisor. Mr. Meek became a salesman with the company's New York office following his Army discharge, then advanced to manager of the Youngstown, Ohio, branch and to regional manager at Baltimore.

Eagle Pencil Management

Rolf J. Thal

Herman Price, general manager of Eagle Pencil Co. for more than a quarter-century, is giving up active management but will continue as vice president and a director, it was announced by Alfred C. Berol, president. Mr. Price was succeeded as general manager by Rolf J. Thal, his associate for the past 20 years and in recent years assistant general manager. Mr. Thal has been active in domestic

Herman Price

David E. Price

World's Finest Duplicators

AT THE WORLD'S LOWEST PRICES

Introducing

SPEED-O-PRINT'S

LIBERATOR MODEL 300 ELECTRIC

SPEED-O-PRINT CORPORATION
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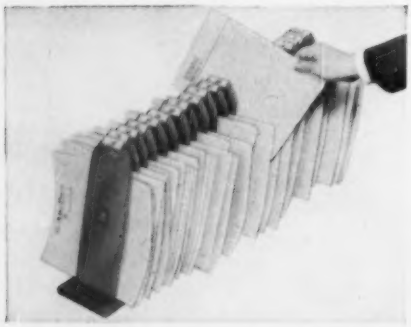
You can increase your office efficiency—save money—with VICTOR TIME SAVERS...

Saves time for salesmen or executives—Victor Recordex

Victor Recordex is always handy—on your desk, in your drawer, or in your briefcase. Twenty 8x5 pockets hold 20 or 40 records. Protected visible margin permits use of Victor colored signal system. Victor stock card forms cover most any record.

Perfect for record summaries, department records, sales, personnel, or any of a dozen different types of records. Available with or without removable pockets. Mounted in a durable gray pressboard folder with center guide tab.

Speeds up all office sorting and temporary filing—the Victor Sorter



Sorting is an easy one-hand operation. The 25 adjustable dividers shift with varying volumes. Protected tab labels hold any index. Check or Letter size in gray enamel.

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The all-purpose scrapbook in 12 sizes. Holds contents neatly without getting bulky. Quality construction throughout makes this your most practical scrapbook.

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operations of the company and has figured importantly in the development of Eagle's export business. He has also been a key figure in the development of their manufacturing facilities in England, Canada, Mexico and Australia. Direction of Eagle's marketing activities continues under David E. Price, general sales manager.

Davidson Distributors

Two new Davidson Corp. distributors are: Duplico Co., 718 N. Union Blvd., St. Louis 8, and Photo-Offset Plate Service, 301 W. Main St., Louisville 2, Ky. Heading the Davidson operation in St. Louis is C. E. Hafer; in Louisville, Donald P. Lyons and Dennis Mason Jr. Both companies have set up complete demonstration and service facilities and maintain a full stock of Davidson equipment, supplies and parts. Two other distributors recently named are Louis Alpert, Craftsmen Machinery Co., Boston, and William Gaddis, Davidson Sales & Service, Minneapolis. Davidson Corporation, a subsidiary of Mergenthaler Linotype Co., has executive offices in Brooklyn, N. Y.

Buys Complete Control

James P. Marino, president, American Dictating Machine Co., has purchased the interests of his former partner, Peter Poggi, and is now sole owner. Mr. Marino has long specialized in dictating machines. In 1938 he published the first

James P. Marino

Manufacturers:

OFFICE EQUIPMENT EXPORTER goes every Fall to all the known importers and dealers of office equipment and stationery in each of these 75 markets. Tell them about your products and earn DOLLARS!

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Algiers
Arabia
Australia
Austria
Belgium
Belgian Congo
British East Africa
British Guiana
British Honduras
Burma
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Ceylon
Cyprus
Denmark
Egypt
Ethiopia
Finland
Formosa
France
French Guiana
French Africa
Germany
Gibraltar
Great Britain
Northern Ireland
Greece
Haiti
Hawaii
Hong Kong
Iceland
India
Indonesia
Iran
Iraq
Ireland
Israel
Italy
Japan
Kenya
Lebanon
Liberia
Luxembourg
Libya
Madagascar
Madeira Islands
Malaysia
Malta
Morocco
Nepal
Netherlands
Netherlands West Indies
New Zealand
North Rhodesia
Norway
Pakistan
Philippines
Portuguese Africa
Puerto Rico
Siam
South Sea Islands
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Office Equipment Exporter

Write for circulation breakdown, advertising rates and complete information.

OFFICE PUBLICATIONS COMPANY
232 Madison Ave., New York 16

catalog on used dictating machines. In 1952 he introduced the magnetic Rex Recorder dictating machine into the U. S., for which he is national distributor. The company also maintains a large stock of rebuilt and used dictating machines of all brands. With 23 successful years in the office equipment business, Mr. Marino anticipates dramatic growth in the use of dictating machines in business.

G-F to Sell Magne-Dex

Ernest A. Dahl Sr., general manager, Business Efficiency Aids, Skokie, Ill., advises that arrangements have been concluded effective June 1, whereby General Fireproofing Co., Youngstown, Ohio, through its branch offices and franchised dealers will sell Magne-Dex visible equipment. Business Efficiency Aids will furnish Magne-Dex trays and cards to G-F, constructed to fit into the various G-F lines of desks, files and Super-Carder units.

W. C. Newsom, sales manager, Groveton Papers Co., with the new sample portfolio of Triad mimeograph and duplicator papers. Designed for paper distributors and jobbers, the portfolio demonstrates the nine duplicating properties of Triad papers.

Business Efficiency Aids will continue to sell through franchised dealers a complete line of Magne-Dex equipment and housings as it has in the past.

Scribe Appointment

Rodger Taggart

Lew Schroeder, national sales manager of Scribe Corp., Chicago, has announced the appointment of Rodger Taggart as assistant national sales manager. Scribe Corp. is the national sales organization for Permoflux Scribe Magnetic Dictation Systems. Previously Mr. Taggart was with Burroughs Corp. for six years. Commenting on the appointment, Mr. Schroeder said: "The years of system experience that 'Rog' Taggart has accumulated well qualify him for servicing direct customers on the proper analysis for central, remote dictation systems."

Educational Director

Ray LaCour is educational director for Arnot-Jamestown Division, Aetna Steel Products Corp., manufacturers of Partition-ettes, Office-ettes and Arnot modular office furniture, it was announced by Nathaniel D. Arnot, Aetna executive vice president. Mr. LaCour was formerly sales manager for National Business Equipment Co., Hoboken, N. J., and before that was in charge of office planning, layout and installation for Lyon Metal Products, Inc., New York.

Copease Licensee

General Photo Products Co., Chatham, N. J., has become the second manufacturer of photocopy machines to sign a licensing agreement under the photocopy patent recently acquired by Copease Mfg. Co., Charles E. Hallenborg, Copease president, announced. Remington Rand, Inc., became a licensee earlier in the year.

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SOUNTROL Noise Reducing Hoods, the result of many years' research by acoustic engineers, protect workers from tiring noise—increase production and work accuracy. Your Graphotypes can be relocated for better work flow when noise is eliminated and machine's appearance is improved. SOUNTROL Noise Reducing Hoods do not increase floorspace, retard ventilation nor interfere with machine servicing. Write for full information today!

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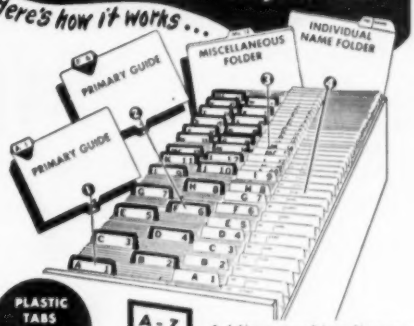

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A - Z

Adding machine figures must be verified by original instruments from the files.

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Paycheck "Outlook" Envelopes are absolutely opaque, essential when wages are paid by check. Nothing shows but the employee's name. This improves personnel relations.
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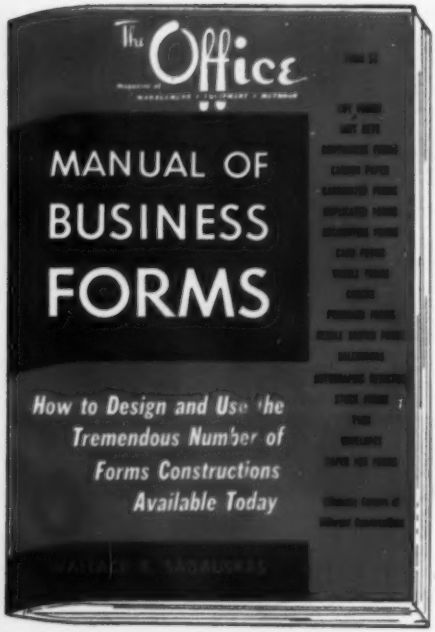

For the first time, all the tremendous number of available forms constructions are described in a manner which allows the reader to select the best type for a particular business system. Time studies of forms processing operations are reduced to efficiency factor figures in easy-to-read charts which pinpoint the basic advantages and disadvantages of each type of construction. In addition, there are chapters on carbon paper, tags, envelopes and paper. Other chapters thoroughly cover duplicated forms, checks, pegboard forms, autographic registers, stock forms, manifold books, and many others.

The Manual includes many pages of informative advertising, providing a wide range of sources for the reader to use in selecting forms manufacturers and suppliers. $2 postpaid.

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Ray Evans, Clary Star Dealer, and Mrs. Evans with actress Debra Paget (center).

Marchant Managers

Edgar B. Jessup, president of Marchant Calculators, Inc., announced that in view of the rapid growth of the area, the company's Lake Charles, La., office has been expanded to full district status with Albert A. Loustalot as district manager and John Williams as service manager. Robert E. Hart is now district manager at White Plains, N. Y., where John Banks is service manager.

Victor Changes

Elmer O'Brien was named director of sales training for Victor Adding Machine Co. He replaces D. Lloyd Allor, who has accepted the position as manager of Victor's Detroit branch. These changes were announced by A. F. Bakewell, vice president.

Bostitch to Move

. Bostitch, Inc., manufacturers of staples and stapling machines, will move its main manufacturing plant and general offices to East Greenwich, R. I , where a new, larger factory will be built 30 miles northeast of the present plant in Westerly, R. I. President Emmet G. Gardner said that the move is necessary because of heavy production demands from sales which have increased 450% since 1945. Plant facilities cannot be sufficiently expanded in the present plant area. A one-story building with space to allow for continued expansion will be erected on a 90-acre tract. Construction starts this summer and the move will be completed by autumn, 1956.

Heads College Board

Kenneth M. Henderson

At a recent meeting of the board of trustees of Dartmouth College, Kenneth M. Henderson, president of Ditto, Inc., was appointed chairman of the board of overseers of Dartmouth's Amos Tuck School of Business Administration. In addition to his duties as Ditto president, Mr. Henderson, who graduated from Dartmouth in 1916, spends a great deal of time in civic activities in the Chicagoland area.

Hermes N. Y. Division

David Sigler

Paillard Products, Inc., has appointed David Sigler to head its new Hermes office machines division, which will operate independently of the Hermes dealer sales division, to promote direct sales of Hermes office typewriters in the New York metropolitan area. Hans Stauder, Paillard executive vice president, succeeds Mr. Sigler in directing sales to dealers.

Facit Advertising Manager

Albert J. Ackley has joined Facit, Inc., as advertising manager, according to Erik A. Ohlsson, president of the U. S. sales distributor for Facit calculators, Odhner adding machines and Halda typewriters. The announcement was made jointly with Anderson & Cairns, Inc., Facit's advertising agency.

Export Administrator

R. E. Jacoby

D. B. Starrett, president, Royal McBee International Div., announced the appointment of R. E. Jacoby, formerly assistant sales manager in the Overseas Div., to export administrator for the International Div. Mr. Jacoby began as a bookkeeper in 1921 in New York and since has served as typewriter salesman, credit and collections manager of the Metropolitan Div., rental manager, audit assistant in the Foreign Dept., division assistant, and in 1937 was advanced to assistant sales manager in the Foreign Dept. As export administrator, under the direction of J. C. Hussey, director of exports, he will supervise administrative needs relating to export activities for products and services of Royal Typewriter Co.

All-Rite Advances Richardson

Charles W. Richardson

Valtin H. Lust, president, All-Rite Pen, Inc., announced the appointment of Charles W. Richardson as assistant to the president. Mr. Richardson moves up from his former position as sales manager. Mr. Lust also announced the appointment of Bronson "Bud" Purdy as national sales manager. Mr. Purdy comes to All-Rite from American Pencil Co., where he was western district sales manager for the past five years. Mr. Lust stated that these moves are part of a general expansion program which includes stepped-up national and trade advertising through Leber & Katz. All-Rite Pen, Inc., is one of the world's largest manufacturers of writing instruments.

TYPEWRITERS
ALL MAKES

REGALRITE BRAND
RIBBONS AND CARBONS

THE UTMOST IN QUALITY
THE LOWEST IN PRICES
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in news and descriptions of office machines and office equipment on the German market?

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As We See It

A Backward Glance

AT THE NOMA convention in Toronto this year, we caught Joseph W. (Bill) Rowland in a reminiscent mood. Bill was one of the founders of NOMA back in 1919 when he was office manager for Fisk Rubber Co. at Chicopee Falls, Mass. He told us how the late Hiram Rasely, then office manager of the Norton Co. in Worcester, and he had spent a lot of time talking about organizing an association of office managers. Bill made several trips to discuss the idea with other office managers and finally they called a meeting in the Fisk office on June 11, 1919. The 30 office executives who attended represented companies in six states and, oddly enough, five of the country's leading rubber companies. This was the start of the National Association of Office Managers.

It wasn't until the group's tenth anniversary that the name was changed to National Office Management Association. That year they elected William H. Leffingwell their eleventh president and some of NOMA's more enduring policies were established during his term of office. In fact, Leffingwell and all his fellow officers were returned to office in 1930 — the only complete slate that NOMA ever reelected.

As we talked to Bill Rowland, it was easy to see he missed Hi Rasely. He said he wished Hi could have sat beside him at the speakers' table to see the group attending NOMA's 36th convention. Bill said Hi was years ahead of all of us with his ideas. His "better letter" was close to the Simplified Letter adopted 35 years later.

"He was a hard and conscientious worker, a true and loyal friend who will be greatly missed," said Bill.

Bill said it was during World War I, when he was on the War Industry Board under Bernard M. Baruch that he had the opportunity to visit Government offices in Washington and saw the need for some plan of organization to bring about better methods.

"I believed then and I believe now," Bill continued, "there are many office jobs that could be on a piece-time basis which would increase production, reduce costs and bring about better earnings for the staff. I proved it in my organization over 30 years ago."

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$30,000.00 YEARLY!*

*This case history, taken from an impartial study, can easily be the story of your company . . .

"The Ditto order-and-invoice plan prevents errors because names, addresses, and items are written only once . . . saves checking and correction time . . . speeds orders to shipping point and so speeds merchandise to customers. Ditto plan makes earlier payment of accounts receivable resulting in lower interest or carrying charges . . . Now just 5 people handle what formerly took 15 typists and clerks. What is more, our improved forms cost less than those we used with bookkeeping machines . . ." writes, Mr. H. Carr, Controller, Simoniz Co.

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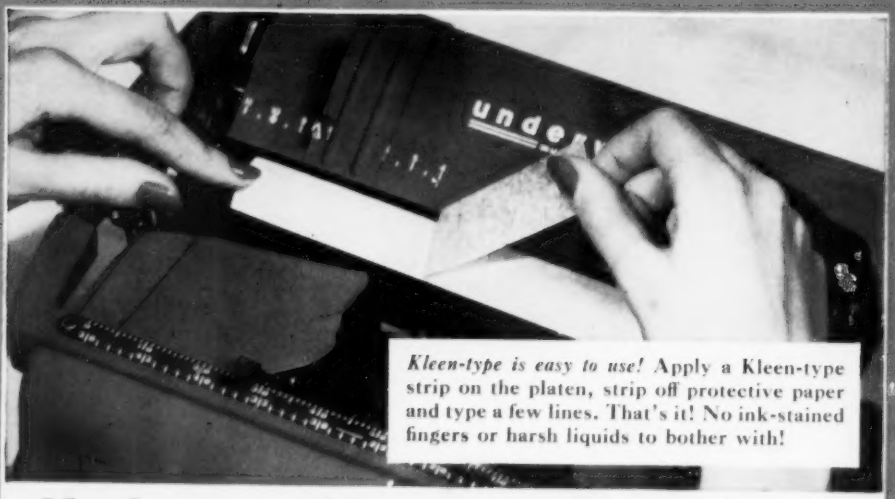

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